#### Appendix 4(i): Guidance Notes for the Teacher Completing the Report

Leadership in a school context, creates a vision for development leading to improvements in outcomes for learners, and is based on shared values and **robust evaluation of evidence of current practice and outcomes.** In this way, leadership is distributed throughout the school as a key support for student learning.

Assistant Principals occupy positions of strategic importance in the leadership, management and administration of the school. In line with the principles of distributed leadership, Assistant Principals **work in teams in collaboration** with the Principal and/or Deputy Principal and **have shared responsibility,** commensurate with the level of the post (i.e. AP I or AP II), for areas such as:

* curriculum and learning
* student support and wellbeing
* school improvement
* leadership/management and development of staff teams

The following grid may be useful when reflecting on progress.

|  |  |
| --- | --- |
| **What is working well?*** What evidence are you drawing on?* What sources have you used to gather this evidence?* Was this evidence anecdotal or measured?* Is this evidence comparable to a previous data set?* What actions were taken since you last measured impact? | **Open to change and how?**As a key goal, consult and decide on:* What modified actions can be taken and by whom?* What timeframe should be allocated to implement these modified actions?* Who will monitor the revised actions?* What indicators are established to identify success? |
| **What is not yet working well?*** Is this a key goal?* What actions were implemented to address this issue?* What monitoring plan was deployed to these actions?* What aspects of the actions did not succeed?* What evidence are you drawing on to identify the barriers?* Have you consulted widely to verify this reality and identify barriers?* Does this **(still)** remain a key goal? | **Not open to change and why?*** What decision making process was used to identify this as not open to change?* Whose perspectives were sought?* What impact does this have on the overall development plan?* Are there factors such as statutory or policy requirements that could move this issue to **Open to Change** given the correct resources/ commitment/personnel? |

**When completing the report, the teacher may wish to consider some of the following:**

***Progress in the role(s), responsibilities and in fulfilling the objectives set.***

* Focus on the objectives:
	+ Which objectives have been achieved?
	+ Describe significant accomplishments?
* How have you in this post/area of responsibility contributed to:
	+ teaching and learning in school?
	+ the organisational advancement of the school?
	+ school improvement?
	+ other areas? (e.g., student support and wellbeing, student voice, student participation etc.)
	+ leadership/management and development of staff teams?
* How does your work in this post of responsibility area align to the current needs and priorities of the school?

***Self-Review of progress.***

* **What has worked well?** Reflect on the personal/professional achievements in fulfilling the roles, responsibilities and objectives.
* **What is not working well?** What challenges/constraints have you experienced in the role? Were all the objectives met? Why not, if not?
* What areas did you find most enjoyable/rewarding?
* What have you learned while working in this role? Upon reflection, what would you have done differently? What will you do differently next year? Are there areas for further development in this role?
* Are the assigned roles, responsibilities and objectives still relevant to the current/changing needs of the school?
* What skills would you like to develop next year? CPD Plans?
* How has the role contributed to:
	+ your own professional/personal development?
	+ your own leadership skills and capacities? (e.g., new skills, opportunity to lead, working with a team etc.?)
	+ your own understanding of effective and sustainable leadership?

**Please complete the report and email to ......@anywherecs by ……………….**

**This report will form part of the Principal’s annual report on Leadership and Management to the Board of Management at the end of the academic year.**

*(These guidance notes and the Appendix 3 Template (Cl0003/2018) can be made available to post holders well in advance of the completion date.)*