



PDA March 11th 2017



Four Areas of Initial Focus

1. Mentoring

2. Coaching

3. Third Level Qualification for Aspiring Leaders

4. Quality Assurance

Mentoring for New Principals



Formalised System

- ▶ Formal 1:1 mentoring for Principals for their first year in the role
- ▶ Voluntary Role – Mentors offered training and quality CPD - 5 days
- ▶ Total of 200 Mentors (experienced school Principals) trained during 2016/17
- ▶ Sept 2016- All new PP Principals have access to a trained Mentor
- ▶ Sept 2016-All new Primary Principals in Leinster have access to a trained Mentor
- ▶ An additional 217 experienced Principals training as Mentors
- ▶ Sept 2017 – All new Principals P and PP will have a Trained Mentor

What Good Leadership looks like in the Irish Context

- ▶ Leading Learning and Teaching
- ▶ Managing the Organisation
- ▶ Leading School Development
- ▶ Developing Leadership Capacity

Looking at our Schools 2016

Quality Framework for Schools (Leadership and Management)

Feedback from our Cairde

December 2016

What are the strengths of the Mentoring Programme? What is going well?

- ▶ Self-Reflection
- ▶ Training excellent skills taught were very good - listening, feedback etc -
- ▶ Protocols and Structure allows for 'professional distance'
- ▶ Professional dialogue/Reciprocal learning/Building a learning community
- ▶ Meetings well-structured and roles well defined and Mentee led

Feedback from our Cairde

December 2016

- ▶ The power of early scaffolding and support and encouragement a safe place to risk assess
- ▶ From the Mentor's point of view it is lovely to be engaged in professional/educational conversations with a colleague
- ▶ The shared learning makes us more reflective and effective practitioners ourselves
- ▶ There is a great culture of sharing becoming evident in Irish education and CSL mentoring is adding so much to this culture
- ▶ CSL Mentoring is affirming and non-judgemental for NAPs who feel constantly judged

Are there any perceived weaknesses/difficulties associated with the Mentoring Programme?

- ▶ Closure
- ▶ Finding time
- ▶ Weekly contact is over burdensome
- ▶ A year is not long enough and suggested that the relationship be extended to 18 months like Misneach?

Mentees Feedback

Was it beneficial?

- ▶ 22 out of 24 principals found it very beneficial.
- ▶ They described their mentors as calm, wise, understanding, supportive and trustworthy .
- ▶ Their experiences were “positive” , gave them time to reflect and they met good listeners who offered possible solutions
- ▶ One said – “He is like my personal helpdesk !”

Mentees Feedback

What Surprised you?

- ▶ Some described themselves as sceptics but they were pleasantly surprised by the process
- ▶ They were surprised that even experienced mentors have similar problems to themselves.
- ▶ They were surprised by how hard it was to find the time to meet (citing themselves as being the ones with time difficulties)
- ▶ Some were surprised by how well they were engaging with their mentor .

Mentees Feedback

Any suggestions or ideas?

- ▶ Weekly contact should become fortnightly contact
- ▶ Match mentors and mentees from the same sector
- ▶ Match mentors and mentees as early as possible in August
- ▶ Have a calendar of events for principals so they know the time implications from the beginning of the year .
- ▶ Set dates for mentoring sessions at the beginning of the year

Mentoring for Deputy Principals- NAPD

- ▶ 20 Group Mentoring clusters in operation
- ▶ 4 times a year
- ▶ Experienced DPs who attended the CSL training in June are Mentoring
- ▶ 50 new Deputies have attended
- ▶ Positive feedback

The CSL Coaching Service



Coaching - Why?

Not a deficit model

- ▶ Principals who have a challenge that they wish to overcome
- ▶ Principals who have difficulties that might need to be addressed with the help of a coach
- ▶ Principals who have a goal that they wish to achieve
- ▶ Principals who are in a transition phase of their career

The CSL Coaching Service

- ▶ One to One service for Principals
- ▶ Fully subsidised by DES – no cost to Principal or School
- ▶ Qualified Coaches – selected by open Tender
- ▶ 400 places available this year to Primary & Post Primary Principals
- ▶ Each place - up to six one to one sessions with the coach
- ▶ Access by contact directly with the Coach (not through CSL)
- ▶ Confidentiality guaranteed
- ▶ Bios of 40 Coaches on CSL website



Building Capacity- New Aspiring Leaders' Programme

- ▶ Commencing Sept 2017
- ▶ Offered by Consortium headed up by UL (UCD & NUIG)
- ▶ Post Graduate Level 9
- ▶ Subsidised by DES
- ▶ Work placement in another school & in sector outside of education
- ▶ Available regionally
- ▶ Blended model

An opportunity to build leadership capacity in our schools



Quality Assurance of Leadership Provision

- ▶ Quality Assurance role for CSL in the MOU
 - ❑ Developing a QA Framework and Process
 - ❑ All DES leadership provision will be QA by CSL
 - ❑ In communication with the Teaching Council
 - ❑ Research done of QA systems here and internationally

Evaluation and Research

Fitzpatrick Associates Economic Consultants- Evaluation of CSL and Research
- Final Report February 2018

Evaluation Question

- ▶ How are the functions and objectives of CSL being achieved ?

Research Questions

- ▶ What are the current practices in the area of continuing professional development for school leaders?
- ▶ What do a range of school leaders in Ireland articulate as their professional development needs
- ▶ What do other stakeholders perceive as the professional development needs of the school leaders referred to above?
- ▶ Desk research into best practice in the provision of leadership support internationally.

Any Questions/Observations?

