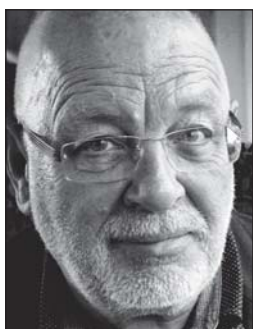


Leader

BULLETIN

FROM THE EDITOR

For Geoffrey Chaucer, April was a month of sweet showers, tender crops and the young sun; for T.S. Eliot April was 'the cruellest month'. You can look back at reports of the teachers' conferences and draw your own conclusions about which of the poets got it right! There was an edge of grievance to the proceedings, many of them fully justified; there was an assertive Minister, who is energetically driving his agenda to make ours the best education system in Europe by 2026; there was some unseemly internal wrangling, which may well leave sections of the profession reeling bewildered and frustrated into yet another school year.



On the leadership front there is good news in the shape of the 200 or so new deputy principals who are going to take up their positions in the near future. NAPD is mounting a proactive campaign to encourage the new appointees to get involved in the Association. Through the Regions, members of the Welfare Committee and the Local Support Service (LSS), will be meeting and greeting the new deputies and giving them a 'Welcome Pack', which will consist of a Special Edition of *Leader*, information about the Tánaiste programme 2016-17, a useful wall-chart of the school year and a key-ring!

Please, when you meet these new school leaders, give them the benefit of your experience and exhort them to become part of NAPD.

My editorial task in April was to assemble the material for the magazine and I'm grateful to the many contributors who 'came up with the goods'! Next month we'll put it up on the web-site for all to read, because it's a mine of information that will be relevant to you, as well as to the new members.

Derek West

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ARTS IN EDUCATION NATIONAL DAY, 2017



Anne Bamford, author of The Wow Factor, and key-note speaker on 6 May.

The Arts in Education Portal has announced its National Day on May 6 in St. Patrick's Campus, DCU. The day will begin with a welcome from Professor John Coolahan, Professor Emeritus, NUI Maynooth and Dr. Katie Sweeney, National Director for the Integration of the Arts, Department of Education and Skills (DES). The programme for the day includes a broad range of practical workshops and skills sharing as well as theoretical and critical thinking in the area from artists, teachers and practitioners from across the sector.

Heather Humphreys TD, Minister for Arts, Heritage, Regional, Rural and Gaeltacht Affairs will speak on the day along with guest speaker Professor Anne Bamford, Director of the Education Commission and the International Research Agency. The talented young players from Music Generation, Laois will end the day with a performance.

This event brings together members of the arts in education community from all across Ireland, to share, learn, talk, network, get inspired, and continue interrogating best practice in the field. For a full look at the schedule go to artsineducation.ie and to book your place see www.eventbrite.ie

Come to Killarney

If it's anything like last years' conference, you'll have a great time, meet new friends and colleagues and learn a lot!

New Members are invited to attend a drinks reception with **NAPD Presidents, Director, Members of the National Executive and Regional Officers**, prior to dinner, on the Thursday evening of Conference. This provides a wonderful opportunity for new appointees to mingle with each other and nurture important links and relationships with peers and mentors who can guide and advise in the days, weeks, months and indeed, years ahead! The Centre for School Leadership team also attends this very worthwhile function.

**19 & 20
October 2017
Malton Hotel,
Killarney**



The NAPD Conference is unrivalled in allowing its members to join with peers, hear from experts, share ideas, connect with top leaders from around the world, and reflect on leadership related issues.

The Conference Website provides all the latest news and information for members of NAPD, Exhibitors and the general public, including information about conference speakers, work-shops for school leaders, the impressive exhibitor list and more



**THIS YEAR ALL REGISTRATIONS AND PAYMENTS FOR CONFERENCE 2017
WILL BE COMPLETED ON-LINE**

**Register & Pay before 30 June 2017 to avail of
EARLY BIRD CONFERENCE FEE OFFER OF €295**

Monday 9 October is the final date for registration

REGISTRATION FEE: (per person) €320 AFTER 30 JUNE 2017

Please contact hotel separately to book your hotel accommodation.

A list of hotels is available on www.napdconference.com.



GET UPDATES BY GOING TO NAPDCONFERENCE.COM

NAPD Annual Conference, Malton Hotel, Killarney, 19 & 20 October 2017



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NAPD Sub-Committees & Working Groups 2016-2017

The following Sub-committees and Working groups were appointed to work on behalf of the membership at the January Executive meeting. The President and the Director are ex-officio members of each Committee and Working Group. Members who wish to flag or progress an issue are encouraged to contact the Committee chairperson directly, or, alternatively, to contact Head Office at 01-662 7025.

FURTHER EDUCATION AND TRAINING (NAPD-FET)

Maureen Conway, David Forde, Geraldine Gibbons, Deirdre Hanamy, Anne Marie Lacey, Mary Leahy, Tom Lowry, Pat Maunsell, Willie McAuliffe, David McDonnell, Markita Mulvey, Michael Murphy, John O'Donovan, Rory O'Sullivan, Ray Teddars, Alison Ward
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INFORMATION & COMMUNICATIONS TECHNOLOGY (NAPD-ICT)

Paul Byrne, Alan Mongey, Cathnia Ó Muircheartaigh, Jean-Marie Ward
Chair: Donncha Ó Treasaigh

WELFARE COMMITTEE

Cáit Breathnach, Seán Crowley, Anne Duggan, Deborah Dunne, Kathy Finnegan, Pádraig Flanagan, Siobhán Foster, Tim Geraghty, Cyril Hughes, Pat Kinsella, Michael McCann (LSS), Aubrey O'Keefe, Deirdre Phelan and Anne Walsh. The President, Cathnia Ó Muircheartaigh, and the Director, Clive Byrne, also attend meetings.
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Daniel Hyland [2]
Sorcha Nic Dhonnannacha [3]
Eric Gaughran [4]
Darius Delahunty [5]
Mary Jones [6]
Kieran Golden [7]
Jean-Marie Ward [8]
Fiona Ó Catháin [9]

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CONTINUUM OF TEACHER EDUCATION

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NAPD Regional Committees 2016-2017

Region 1 (70 Schools)

Community & Comprehensive

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Glenties CS, Co. Donegal
Cora Fagan (DP)
Ballyshannon CS, Co. Donegal

ETB

Geraldine Diver (P)
Abbey VS, Donegal Town
Patricia Whelan (DP)
Gairmscoil Chu Uladh, Ballinamore, Co. Leitrim

Voluntary Secondary

Rosaleen Grant (P)
Scoil Mhuire, Buncrana, Co. Donegal
Ann Waters (DP)
Ursuline College, Sligo

Region 2 (87 Schools)

Community & Comprehensive

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St Louis CS, Kiltimagh, Co. Mayo
Margaret Griffiths (DP)
Dunmore CS, Co. Galway

ETB

Alan Mongey (P)
Coláiste Bhaile Cláir, Claregalway
Ciaran Folen (DP)
Athenry VS, Co. Galway

Voluntary Secondary

Loreto Quinn Canning (P)
Mercy College Woodford, Co. Galway
Roy Hession (DP)
St Coleman's, Claremorris, Co. Mayo

Region 3 (75 Schools)

Community & Comprehensive

Ming Loughnane (P) Birr CS, Co. Offaly
Frances Scully (DP)
Gallen CS, Fermoy, Co. Offaly

ETB

Maureen Murray (P)
St Peter's College Dunboyne, Co. Meath
Brigid Bennett (DP), Dunshaughlin CC (DP)

Voluntary Secondary

Rosemary Eager (P)
Wilson's Hospital, Multifarnham, Co. Westmeath
Finbarr Brohan (DP)
Our Lady's SS, Castleblayney, Co. Monaghan

Region 4 (72 Schools)

Community & Comprehensive

Siobhán McCarthy (P)
Mountrath CS, Co. Laois

ETB

Eric Gaughren (P)
Coláiste Lorcaín, Castledermot, Co. Kildare
Gerry Miller (DP)
St Conleth's CC, Newbridge, Co. Kildare

Voluntary Secondary

Ben Travers (P)
Naas CBS, Co. Kildare
Helen Regan (DP)
St Leo's College, Carlow

Region 5 (92 Schools)

Community & Comprehensive

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Ramsgrange CS, Co. Wexford
Paul Behan (DP) Castlecomer CS, Co. Kilkenny

ETB

Detta Cahill (P)
Abbey CC, Waterford
Siobhán Landers (DP)
Scoil Ruain, Killenaula, Co. Tipperary

Voluntary Secondary

Brendan Feehan (P)
Cistercian College, Roscrea, Co. Tipperary
Deirdre Phelan (DP)
Ursuline SS, Thurles, Co. Tipperary

Region 6 (87 Schools)

Community & Comprehensive

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John the Baptist CS, Hospital, Co. Limerick
Colin Bergin (DP)
John the Baptist CS, Hospital, Co. Limerick

ETB

Donncha Ó Treasaigh (P)
Gaelcholáiste Luimnigh, Limerick
Elizabeth Cregan (DP)
Desmond College, Newcastlewest, Co. Limerick

Voluntary Secondary

John O'Donovan (P) St Joseph's SS, Ballybunion
Seán Lane (DP)
St Joseph's SS, Spanish Point, Co. Clare

Region 7 (91 Schools)

Community & Comprehensive

Kieran Golden (P)
Mayfield CS, Cork
Bernie Heffernan (DP)
Coláiste na Tríonóide, Youghal

ETB

Tadhg Long (P)
St. Fanahan's, Mitchelstown, Co. Cork
Marie O'Sullivan (DP)
Coláiste Choilm, Ballincollig, Co. Cork

Voluntary Secondary

Dónal Ó Buachalla (P)
Coláiste Mhuire (AG) Corcaigh
Kieran Golden (DP)
St Colman's SS, Fermoy, Co. Cork

Region 8 (Dublin North)

Community & Comprehensive

To be decided: (P)
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ETB

Blake Hodkinson (P)
Marino College, Dublin 3
Teresa Murphy (DP)
Margaret Alyward, College, Whitehall, Dublin 9

Voluntary Secondary

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St. Dominic's College, Cabra
Mary Largey (DP)
St. Dominic's College, Cabra

Region 9 (Dublin South)

Community & Comprehensive

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Denise Lennon-Hennessy (DP)
Killinarden CS, Tallaght, Dublin 24

ETB

Michael Flynn (DP) St. Kevin's CC, Clondalkin
Fiona Ó Catháin (DP)
Coláiste Coise Life, Leamhcán, Co. Baile Átha Cliath

Voluntary Secondary

Caroline Garrett (P)
Oatlands College, Mount Merrion, Co. Dublin
Gerry Killion (DP)
Dominican College, Sion Hill, Blackrock, Co. Dublin

ALLIANCE OF RETIRED PUBLIC SERVANTS LOBBYING TOOLKIT

PAY TALKS TO GET UNDERWAY SHORTLY

The Public Sector Pay Commission is due to report back to Government in late April or early May with talks between the Government and unions due to begin soon after that.

It's vital to make sure that the Government and all political parties are aware that retired public servants are eager to see a clear path forward on pension restoration and. Based on the timescale outlined above we have four to five weeks to get that message out there to policy makers and that's why the Alliance is looking for a nationwide lobby of Oireachtas members after Easter and during May.

To be effective we need your active involvement and those of your members, family and friends. This Toolkit will help you do that job as effectively as possible.

WHAT TO DO NOW

TDs and Senators very much welcome contact from their constituents – that's why they have clinics. In particular they like to know what's happening on the ground, what issues are affecting people – indeed, they know this contact helps them to make better policies.

Of course, it also helps to get them elected and, in this context, older people are vital as this part of the population votes more than anyone else (and all politicians know this too). While those aged over 65 in our society make up around 12 or 13% of the population, they comprise nearly one quarter of those who actually vote.

So what we need you to do now is to:

- Write to or phone your local Oireachtas members and make an appointment for after Easter
- Explain why you're doing it – you want to talk to them about restoring your pension

LOBBYING OPTIONS

The best and most effective way to lobby

politicians is to talk to them face-to-face by visiting their clinics or their constituency offices – that's what they are there to do, meet their public. If you can't meet them directly on a personal basis – or are nervous about doing it:

- Call their office and speak to them by phone;
- Write a personal letter.

It's really important that you:

- Contact all Oireachtas members in your constituency in April – all parties and Independents – giving them all an equal chance to support the Alliance's campaign
- Contact them again during May – to confirm their support
- Remember to thank them for their time and attention – courtesy is a long term investment

WHAT TO SAY

Here are some things that you need to say when you meet, phone or write to your local Oireachtas members:

- Thank the Oireachtas member for meeting you or talking to you
- Explain that you are concerned about pensions being restored well before 2021
- Set out how the pension cuts have affected you and your family
- Explain that this will be made worse if pensions aren't restored due to rising costs
- Also point out that there's a real justice issue here as tens of thousands of pensioners have died and will die before their pensions are restored
- Be clear on what you want – you want them to commit to ensuring the Government agrees to restoring pensions before 2021 through the pay talks process
- Ask them directly for that commitment

- Remind them that you will be back in touch before the talks are concluded and afterwards
- Thank them for their time and for listening

SOME KEY POINTS

Some key points to remember when you're engaging with politicians – it's important not to blind them with too much detail:

- The Programme for Government says it may be 2021 before your pension is fully restored – that would mean a full 10 years of deductions from your pension!
- Low paid pensioners – those on pensions of 12,000 or less – haven't had an increase in their pensions in 10 years, with no prospect of one until, at least, 2021 (see the Programme for Government).
- Prices have been rising over recent years – particularly fuel and energy costs – so our reduced pensions are worth even less now.
- Over 4,000 public service pensioners die every year, so that means that over 24,000 retired public servants have died without getting their pensions back with a further 16,000 to follow if the Government sticks to 2021 for restoration.
- The average public service pension is approximately 20,000 – this is not the gravy train that is often portrayed.
- As a retired public sector worker, I have paid for my pension – this is why it's protected as a property right under the Constitution – and the Government had to use emergency legislation (FEMPI) to cut our pensions.
- Unlike public sector workers, public sector pensioners have no negotiating rights, so the cuts were unilaterally imposed on us without our say so or involvement.
- Now and into the future, retired public servants want a mechanism agreed – like public sector workers – whereby Government engages with us about our pensions rather than imposes changes on us without agreement.

To be effective we need your active involvement and those of your members, family and friends. This Toolkit will help you do that job as effectively as possible.

- We all agree that the Emergency is over and things have been getting back to normal for a few years now – in fact, Ireland is the fastest growing economy in Europe for the third year in a row. It's time to end the emergency (FEMPI) cuts to our pensions.
- Public sector pensioners have helped the State's recovery to the tune of approximately 750 million through their pension deductions.
- Fairness demands that pensions should be restored well before 2021.

ADVANCE PREPARATION

Some other things to be aware of as you're preparing for your encounters with your local politicians:

- Nobody's expecting you to be an expert on retired people's incomes and economics

- They are interested in how you are doing – you are one of their constituents
- Prepare by thinking about how the pension cuts have impacted on you, your friends and neighbours – give practical examples.
- Think in advance about the difficulties that a failure to restore pensions might make for you particularly with rising prices.

DEALING WITH POLITICIANS

Many politicians may try to evade giving a straight answer – *"I'll do the best I can for you"*

So what do you do then?

- Repeat that you are looking for a clear commitment that they will support pensions being restored well before 2021

- They may say that we have to be careful because of Brexit and Trump and economic uncertainty
- Tell them that the Government's needs to be fair and equitable – you've paid for your pension and you don't have an eternity to wait for restoration
- Also costs are rising again and you need your income restored so you can deal with that

PERSUADE NOT THREATEN

Remember that the Alliance is not the only group campaigning around the public pay talks and so there are multiple demands on the system. We need you to persuade politicians that we're worth supporting. In this context, it's really important to remember that:

- Threats may only work once – but relationships may be destroyed after that
- Using threats is a very high risk approach – most politicians respond badly to being threatened
- As a result, they may not support us now or in the future
- Threats depend on force of numbers not on the justice of the case
- We have a strong case so let's use it!

Prepared by
Montague Communications



Some members of the National Executive [2016-17] at a recent meeting:

Back Row [L to R] Cahil Doherty, Jean-Marie Ward, Paul Byrne, Cecilia Munro, Cathnia Ó Muirheartaigh, Clive Byrne, Mary Keane, Caroline Garrett, Fiona Ó Catháin.

Front row [L to R]: Anne Duggan, Sorcha Nic Dhonnacha, John McGuinness, Mary Jones, Donncha Ó Tresaigh, Kieran Golden.

DIARY – APRIL TO JUNE

APRIL

27 CFES Awards

MAY

4 Presentation on Wellbeing guidelines and the practicalities of their implementation for schools. (Clontarf Castle from 4pm)

5 Region 4 Overnight – Mount Wolseley Golf Club

9 Executive Meeting – Portlaoise

10 College Awareness Week Awards

11 NAPD & Apple School Leadership Event, Cork

16 Regions 8 & 9 Joint Meeting, Clarion Hotel, Liffey Valley [from 2:00]

Guest Speaker:

Tomás Ó Ruairc, Teaching Council



Tomás Ó Ruairc

23 NAPD Microsoft School Leaders Event – Aisling Hotel Dublin

JUNE

15 Region 8 Retirement dinner Clontarf Castle [Time TBC]

A DAY IN DUBLIN CASTLE FOR NAPD-R

There was an excellent turn-out for the NAPD Dublin Region Spring Lunch & Tour in Dublin on March 22. The meal, held in the depths of Mykonos, the subterranean Greek Restaurant on Dame Street, was preceded by a tour of Dublin Castle. Director Clive Byrne and NAPD-R President, Valerie McCormick, addressed the diners, while Charlie McManus took the pictures.



Search for the River Poddle under the Castle!



Attentive in the State Apartments



Former Director Mary McGlynn and luncheon companion



Many merry Greek diners



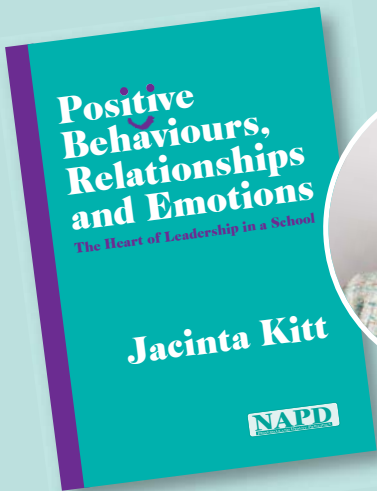
Valerie McCormick speaks to NAPD-R



Clive Byrne at the luncheon



The three munching Musketeers – Derek West, Michael Parsons and Brian Fleming

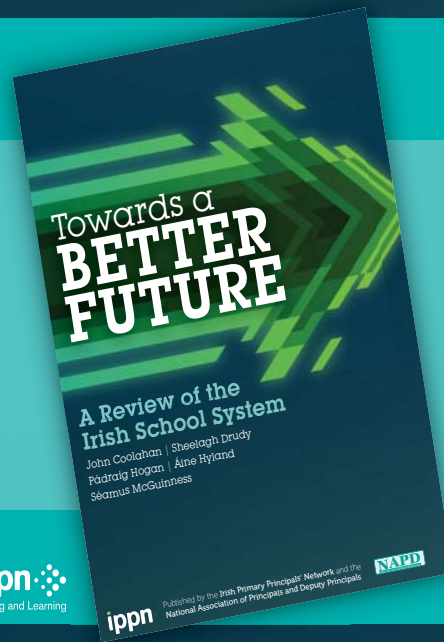


Jacinta Kitt contends in this book that managing interpersonal behaviours, relationships, and emotions is an essential element of school leadership, not an optional extra. It impacts, not merely on the atmosphere of the school, but also on the quality of teaching and learning, the well-being of staff and students.

With over twenty years' experience as a teacher, communicator and facilitator, Jacinta writes with acumen about the positive work environment, the toxicity of conflict and bullying in the workplace, and offers a guide to the accessible skills of communication, emotional and social intelligence, negotiation and facilitation, as well as the qualities of humour and humility that make for successful school leadership.

Order your copy online:
www.napd.ie or Tel: (01) 662 7025
www.otb.ie or www.kennys.ie

IPPN and NAPD commissioned five distinguished educationalists to undertake a thorough study of the contemporary Irish education system, from pre-school to the end of post-primary school. A key aspect of their work was to identify the main strengths, shortcomings, and opportunities for development. The resulting publication is *Towards a Better Future: A Review of the Irish School System*.



"A careful reading of the text will be of value to all stakeholders and to those interested in the good of Irish education. The review provides a conspectus for policy-makers, practitioners and participants of the comprehensive range of issues and concerns relevant to the achievement of the reform programme. We see the publication as a contribution, in line with our tradition, of cultivating enlightened awareness of educational issues, with a view towards a better future."

Seán Cottrell, IPPN CEO and Clive Byrne, NAPD Director

To purchase a copy of the publication, go to www.otb.ie/leadership and put 'towards a better future' in the search tool. The retail price is €20.



Timetabling for better learning



Changing class length is an item high on the agenda for many schools. A number have already changed to a one-hour class period, and it seems that more and more schools are giving it serious consideration.

In 2013, **CBS Carlow**, a boys-only school within the Edmund Rice Schools Trust, was looking to see how a fresh approach to timetabling could facilitate a more active and interactive learning environment for their students.

Principal Leo Hogan was fortunate in that he had what he would describe as an adventurous staff open to change. In conjunction with two other local schools, Saint Leo's and Knockbeg, they invited the late Paul Ginnis to conduct a workshop for them in December 2013 on having classrooms with more learning than teaching.

Critically they came to the conclusion that deeper and more meaningful learning experiences could not be created within 40-minute periods. They set about exploring with teachers, students and parents the implications of changing. Carlow moved to 1-hour classes in September 2014. Leo happily recalls that the timetable of June 2014 was the fastest timetable he had ever produced!

St Joseph's Rush

St. Joseph's SS, Rush, a mixed DEIS school, located in north County Dublin, has committed heavily to CPD over recent years. Like Carlow before them, they came to the conclusion that deep, active and engaging learning could not take place in 40 minute periods. The big question for Principal, Patricia Hayden, was – "how well is the timetable best serving learning"? After visiting Carlow,

Patricia engaged in a consultation process with staff, parents and students and made the change in September 2015.

Their experiences closely mirror those in Carlow. Some subjects can lose out on time in a given year but, over time, it's a matter of swings and roundabouts, with gains for some subjects in one year balancing losses in another.

This is an abbreviated version of an article by Barry O'Callaghan which appeared in Leader in Autumn 2016. It has aroused a lot of interest in one-hour timetabling and two Powerpoint presentations, by Leo Hogan and Patricia Hayden. If you would like to acquire these presentations, please contact derek.west43@gmail.com