



**15**

Organisation  
Eagrú

# 15 Organisation

Organisation is a facet that affects many aspects of the management and running of a setting, including financial and human resources. This theme is of considerable importance considering the pivotal impact the organisation of a setting has on the quality of the service provided to young children.

This importance is reflected in the fact that it is one of the national Standards of *Síolta*. The 51 publications in this theme have been categorised into three sub-themes, namely:

- Establishing and Managing an ECCE setting [27]
- Recruitment and Staff Support [12]
- Policies and Procedures [12]

## Establishing and Managing an ECCE Setting

A large number of publications relate to Establishing and Managing an ECCE Setting. The CCCs have been instrumental in publishing and disseminating information in this area for existing services or for those considering establishing a service. Such publications include Cavan CCC (2001; 2003b), County Childcare Committees Support and Development Workers Network (2005), Leitrim CCC (2005a), Sligo CCC and Sligo County Enterprise Board (2002) and South Dublin CCC (2006c). Similar guidelines have also been forthcoming from a number of other organisations and agencies, such as the BCCN (1997), Barnardos (Canavan, 2000; Canavan and Gibbons, 1997; 1998; French, 2000b; 2003; O'Sullivan and Gibbons, 1997) and East Coast Area Health Board *et al.* (2001b). Moloney (2005) and Westmeath CCC (2006) focused on supporting the development of school age childcare services in their respective jurisdictions. Facilitating and organising parental involvement and participation within primary schools has been the focus of research by Murphy (1991) and the National Parents Council Primary (2000). St. Nicholas Montessori Society of Ireland (n.d.; 2003; 2005) has produced guidance and support for Montessori schools in Ireland.

Border Counties Childcare Network (1997). *Border Counties Childcare Network Information Pack for Preschool Service Providers*. Monaghan: Border Counties Childcare Network.

Canavan, A. (2000). *Quality Childcare in the Workplace – A Step-by-Step Guide for Employers*. Dublin: Barnardos' National Children's Resource Centre.

# Eagrú

Bíonn tionchar ag Eagrú ar go leor gnéithe a bhaineann le bainistiú agus réachtáil suímh, lena n-áirítear acmhainní airgeadais agus daonna. Baineann tábhacht leis an téama seo mar thoradh ar an tionchar ollmhór a bhíonn ag eagrú suímh ar chaighdeán na seirbhíse a sholáthraítear do leanaí óga.

Mar thoradh ar an tábhacht a bhaineann leis, is ceann de Chaighdeáin náisiúnta *Síolta* é. Rangáíodh an 51 foilseachán faoin téama seo i dtrí fho-théama, mar seo a leanas:

- Bunú agus Bainistiú Suímh COLO [27]
- Earcaíocht agus Tacaíocht Foirne [21]
- Beartais agus Nósanna Imeachta [12]

## Bunú agus Bainistiú Suímh COLO

Baineann líon mór foilseachán le Bunú agus Bainistiú Suímh COLO. Chabhraigh na CCCanna le foilsiú agus scaipeadh faisnéise sa réimse seo do sheirbhísí reatha nó dó dhaoine ag smaoineamh ar sheirbhís a bhunú. Áirítear ar na foilseacháin sin CCC an Chabháin (2001; 2003b), Líonra Oibríthe Tacaíochta agus Forbartha na gCoistí Cúraim Leanaí Contae (2005), CCC Liatroma (2005a), CCC Shligigh agus Bord Fiontar Chontae Shligigh (2002) agus CCC Bhaile Átha Cliath Theas (2006c). Tháirg roinnt eagraíochtaí agus gníomhaireachtaí eile, cosúil leis an BCCN (1997), Barnardos (Canavan, 2000; Canavan agus Gibbons, 1997; 1998; French, 2000b; 2003; O'Sullivan agus Gibbons, 1997) agus Bord Sláinte Cheantar an Chósta Thoir *et al.* (2001b), treoirlínte dá leithéid freisin. Dhírigh Moloney (2005) agus CCC na hIarmhí (2006) ar thacaíocht a thabhairt d'fhorbairt seirbhísí cúraim leanaí do leanaí ar aois scoile ina ndlínsí faoi seach. Bhain fócas taighde Murphy (1991) agus na National Parents Council Primary (2000) le rannpháirteachas agus comhoibriú tuismitheoirí a éascú agus a eagrú laistigh de bhunscoileanna. Tháirg St. Nicholas Montessori Society of Ireland (n.d.; 2003; 2005) treoir agus tacaíocht do scoileanna Montessori in Éirinn.

- Canavan, A. and Gibbons, N. (1997). *Establishing a Day Care Service: An Information Pack*. Dublin: Barnardos' National Children's Resource Centre.
- Canavan, A. and Gibbons, N. (1998). *Child Care Act (1991) Part (V11) Supervision of Child Care Services: A Training Manual*. Dublin: Barnardos' National Children's Resource Centre.
- Cavan County Childcare Committee (2001). *Brief Guide to Establishing a Childcare Facility in Cavan*. Cavan: Cavan County Childcare Committee.
- Cavan County Childcare Committee (2003b). *Funding and Support Options for Childcare Providers in Co. Cavan*. Cavan: Cavan County Childcare Committee.
- County Childcare Committees Support and Development Workers Network (2005). *School Age Childcare – A Step by Step Guide to Developing a School Age Childcare Service*. Louth: County Childcare Committees Support and Development Workers Network.
- Crimmins, M. (2000). *Workplace Childcare in Ireland: A Planning Perspective*. M.R.U.P. Thesis. Dublin: University College Dublin.
- East Coast Area Health Board, South Western Area Health Board and Northern Area Health Board (2001b). *Thinking of Setting up a Preschool Service? Guidelines on the Interpretation of the Child Care (Preschool Services) Regulations 1996*. Dublin: East Coast Area Health Board, South Western Area Health Board and Northern Area Health Board.
- French, G. (2000b). *Supporting Quality: Guidelines for Best Practice in Early Childhood Services*. Dublin: Barnardos' National Children's Resource Centre.
- French, G. (2003). *Supporting Quality – Guidelines for Best Practice in Early Childhood Services (Second Edition)*. Dublin: Barnardos' National Children's Resource Centre.
- Hanley, N. (1993). *Managerial Roles of Preschool Managers*. M. Ed. Thesis. Dublin: Trinity College Dublin.
- Horgan, M. (1995a). The Implementation of Change: A Case Study of a Convent Primary School in the West of Ireland. *Compare*, Volume 25, No. 1, pp. 85-95.
- Keoghan, D. (2005). *Managing Change in the HSE Midlands Area Child Care Services: Application and Analysis of Organisational Diagnostic Management Tools*. M. BS. Thesis. Dublin: University College Dublin.
- Leitrim County Childcare Committee (2005a). *A Step by Step Information Manual to Assist in the Development of a Childcare Service within your Community*. Leitrim: Leitrim County Childcare Committee.
- Máirtín, C. (2004b). Teanga Bhainisteoireachta (in) Uí Ghrádaigh, D. (Eag.) (2004). *Cúnamh: Tacábhar Cúram Leanaí 0 – 6*. Baile Átha Cliath: Forbairt Naíonraí Teo, pp. 81-82.
- Moloney, M. (2005). *School's Out – A Practice Manual for Providers*. Limerick: Limerick City Childcare Committee.
- Murphy, H. (1991). *The Participation of Parents on Primary School Boards of Management in the Limerick Diocese*. M. Ed. Thesis. Galway: University College Galway.
- National Parents Council Primary (2000). *Working Effectively as a Parent Association – Guidelines for Parent Associations*. Dublin: National Parents Council Primary.
- O'Sullivan, M. and Gibbons, N. (1997). *Establishing a Childcare Enterprise: An Information Pack for Enterprise Officers*. Dublin: Barnardos' National Children's Resource Centre.
- Ruane, M. (2002). *Growing Together: A Resource Manual for Facilitators of Parenting Groups*. Dublin: Barnardos' National Children's Resource Centre.

Sligo County Childcare Committee and Sligo County Enterprise Board (2002). *Managing a Childcare Business in County Sligo*. Sligo: Sligo County Childcare Committee and Sligo County Enterprise Board.

South Dublin County Childcare Committee (2006c). *Supporting Employers – Supporting Children: Employer Childcare Options in Ireland*. Dublin: South Dublin County Childcare Committee.

St. Nicholas Montessori Society of Ireland (n.d.). *Guidelines for Montessori Schools*. Dublin: St. Nicholas Montessori Society of Ireland.

St. Nicholas Montessori Society of Ireland (2003b). *Certification Process for Montessori Schools*. Dublin: St. Nicholas Montessori Society of Ireland.

St. Nicholas Montessori Society of Ireland (2005). *Montessori Education: A Foundation for Life – A Guideline Booklet for Montessori Pre-Schools*. Dublin: St. Nicholas Montessori Society of Ireland.

Westmeath County Childcare Committee (2006). *A Guide to Developing a Quality School Age Childcare Programme*. Westmeath: Westmeath County Childcare Committee.

### Recruitment and Staff Support

Specific guidance relating to Recruitment and Staff Support has formed the focal point of a small number of pieces of research. Barnardos and Area Development Management (1999), Clarke (1995b; 1996) and Galway CCC (2003d) have published guidelines in relation to the recruitment process within ECCE settings. General guidance on managing personnel in the early years is provided by Byrne (2002; 2005), Clarke (1995a; 1995c), the Combat Poverty Agency (2002) and Westmeath CCC (2005).

Barnardos and Area Development Management (1999). *Staffing a Preschool Day Care Service – Recruiting with Confidence*. Dublin: Barnardos' National Children's Resource Centre.

Byrne, M. (2002). *Personnel Practice in Early Years Services – A Guide*. Dublin: Barnardos' National Children's Resource Centre.

Byrne, M. (2005). *Personnel Practice in Early Years Services – A Guide (Revised Edition)*. Dublin: Barnardos' National Children's Resource Centre.

Clarke, J. (1995a). *Managing Better: Staff Support and Supervision*. Dublin: Combat Poverty Agency.

Clarke, J. (1995b). *Managing Better: Staff Selection and Interviewing*. Dublin: Combat Poverty Agency.

Clarke, J. (1995c). *A Guide to Good Employment Practice in the Community and Voluntary Sector*. Dublin: Combat Poverty Agency.

Clarke, J. (1996). *Managing Better: The Staff Recruitment Process*. Dublin: Combat Poverty Agency.

Combat Poverty Agency (2002). *A Guide to Good Employment Practice in the Community and Voluntary Sector*. Dublin: Combat Poverty Agency.

Cork City Childcare Company Ltd. (2005). *Refugee Children and Childcare – A Guide to Help Childcare Staff Support Refugee Children and Educational Services*. Cork: Cork City Childcare Company Ltd.

Galway City and County Childcare Committee (2003d). *Recruitment Guidelines for Childcare Providers*. Galway: Galway City and County Childcare Committee.

### Earcaíocht agus Tacaíocht Foirne

Bhí treoir shonrach faoi Earcaíocht agus Tacaíocht Foirne mar phointe lárnach roinnt píosaí taighde. D'fhoilsigh Barnardos agus Area Development Management (1999), Clarke (1995b; 1996) agus CCC na Gaillimhe (2003d) treoirlínte maidir leis an bpróiseas earcaíochta i suímh COLO. Tugann Byrne (2002; 2005), Clarke (1995a; 1995c), an Combat Poverty Agency (2002) agus CCC na hIarmhí (2005) treoir ghinearálta faoi phearsanra sna blianta luatha a bhainistiú.

Kellaghan, T. (1990). Human Resources in Early Childhood Education. *Oideas*, Volume 36, pp. 48-60.

Westmeath County Childcare Committee (2005). *Employment Support Pack Incorporating Employment Legislation Guide for Small and Medium Businesses*. Westmeath: Westmeath County Childcare Committee.

## Policies and Procedures

Research and support on the development of Policies and Procedures relating to the organisation of an ECCE setting has been published by a number of commentators. Byrne (2000; 2003b), Galway CCC (2003e), IPPA (2002b), Limerick CCC *et al.* (2003), Moloney (2006) and Uí Ainín (2004c) have disseminated guidance relating to the policies and procedures that should be devised, documented and disseminated by ECCE settings. The DES has also provided guidelines in relation to developing a School Plan within primary schools (DES, 1999e; 2003c). A code of practice designed specifically for school age childcare has been researched and published by Moloney (2006b).

Byrne, M. (2000). *Little People's Palace – Childcare Policy and Procedures Manuals I and II*. Dublin: Tallaght Childcare Company Limited. (Unpublished).

Byrne, M. (2003b). *A Guide to Developing Policies and Procedures in a Childcare Setting*. Dublin: Area Development Management Limited.

Daly, K. (2005). *Organisational Change; Past, Present and Future: A Case Study of the Finglas Child and Adolescent Centre*. M. BS. Thesis. Dublin: University College Dublin.

Department of Education and Science (1999e). *School Planning: Developing a School Plan, Guidelines for Primary Schools*. Dublin: The Stationery Office.

Department of Education and Science (2003c). *School Development Planning Initiative – National Progress Report 2002*. Dublin: The Stationery Office.

Galway City and County Childcare Committee (2003e). *Policies and Procedures for Childcare Providers*. Galway: Galway City and County Childcare Committee.

IPPA, The Early Childhood Organisation (2002b). *Guidelines on Policies for Preschool Services*. Dublin: IPPA, The Early Childhood Organisation.

Irish National Teachers' Organisation (1992b). *Traveller Education – INTO Policies and Procedures Updated*. Dublin: Irish National Teachers' Organisation.

Limerick County Childcare Committee, North Tipperary County Childcare Committee, Mid-western Health Board, Limerick City Childcare Committee and Clare County Childcare Committee (2003). *A Guide to Developing Policies and Procedures in an Early Years Setting*. Limerick: Limerick County Childcare Committee, North Tipperary County Childcare Committee, Mid-western Health Board, Limerick City Childcare Committee and Clare County Childcare Committee.

Moloney, M. (2006a). *A Guide to Policies and Procedures for School Age Childcare*. Limerick: Limerick City Childcare Committee.

Moloney, M. (2006b). *School Age Childcare – Code of Practice*. Limerick: Limerick City Childcare Committee.

Uí Ainín, M. (2004c). Polasaithe agus Próisis (in) Uí Ghrádaigh, D. (Eag.) (2004). *Cúnamh: Tacábhar Cúram Leanaí 0 – 6*. Baile Átha Cliath: Forbairt Naíonraí Teo, pp. 71-76.

## Beartais agus Nósanna Imeachta

D'fhoilsigh roinnt tráchtairí taighde ar agus tacaíocht d'fhorbairt Beartas agus Nósanna Imeachta a bhaineann le heagrú suímh COLO. Scaip Byrne (2000; 2003b), CCC na Gaillimhe (2003e), IPPA (2002b), CCC Luimnigh *et al.* (2003), Moloney (2006) agus Uí Ainín (2004c) treoir maidir leis na beartais agus na nósanna imeachta ar chóir do shuímh COLO iad a dhearadh, a thaifeadadh agus a chur in iúl. Chuir an DES treoirlínte ar fáil freisin maidir le Plean Scoile a fhorbairt laistigh de bhunscoileanna (DES, 1999e; 2003c). Rinne Moloney (2006b) taighde agus d'fhoilsigh é a bhain le cód cleachtas deartha go sainiúil do chúram leanaí ag aois scoile.

