



**ProTemporis**

Professional Timetable Solutions

# Specialist Outsourcing & Consultancy



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## FOREWARD

### IT GIVES ME GREAT PLEASURE TO INTRODUCE YOU TO PROTEMPORIS.

ProTemporis is an outsourcing and consultancy service to provide schools with specialist support for their timetable provision. Having worked at management level for almost 20 years in independent schools, and having been responsible for timetabling in various roles throughout that time, it has often occurred to me that it was a pity that more schools were not able to benefit from real expertise in this area. The timetable is such an important part of the effective functioning of a school, and yet time and time again I have been aware of schools which have struggled in some way with this aspect of their management.

When falling pupil numbers required a restructuring of senior management at the school of which I was Deputy Head for the previous 10 years, I saw an opportunity to go and do something different and to set about establishing a service to schools that would fill a gap in the support that has been

available to them in the past.

And so an idea that has spent many years fermenting became a reality, and ProTemporis was born.

In describing within these pages what ProTemporis has to offer, and the circumstances in which you might find our services useful, it is in no way my wish to denigrate what is already happening in schools or to undermine the fine work that many timetablers and Academic Deputies up and down the country are doing. For many schools, this area of management will not be a current problem. However, circumstances change and sometimes the situation can develop where a school may benefit from outside support. The purpose of this brochure is, therefore, to outline for you how the services of ProTemporis could be useful to you should your circumstances require them.

August 2014

**Gareth Cappi, MA (Cantab)**  
**Founding Director**

## A MESSAGE OF ENDORSEMENT FROM ROGER PEEL

I am delighted to write and endorse Gareth Cappi in launching ProTemporis.

I believe this service will be unique in a number of ways. I appointed Gareth as Head of Physics at Kimbolton in 1995, and he proved to be an outstanding appointment in every respect. A few years later, I was faced with the challenge of finding a new Director of Studies who would be capable of taking on the challenge of the timetable. After much deliberation I decided to appoint this post internally to Gareth. It was another excellent decision.

The creation of the following year's timetable had always been a period in the school year when tensions can run high. When Gareth took this task on all went very quiet, and one day (well before the end of the summer term)

I asked him in passing if all was well. I was astonished to hear that he had completed it with no fuss and, as it turned out, with outcomes that pleased everyone. I had never in my long career met anything quite like it – in short he has a brilliant mind, revels in the challenge, and works with impressive pace and efficiency to complete the task in good time.

I can see all sorts of scenarios in which a school may wish to bring in expertise from outside. I know that Gareth has outlined in this brochure some of the challenges facing senior teams in schools today, and I can see that it would be a huge benefit to all concerned to be able have the support of an expert whose only focus is on this vitally important task.



I can think of no better person than Gareth Cappi to fulfil such a role. He has proven his ability in this field time and time again. He has had a lengthy career in independent schools, much of it in senior roles, totally understands how our schools tick and is more than sensitive to their needs. If you do decide to turn to his services through ProTemporis I know you will not be disappointed.

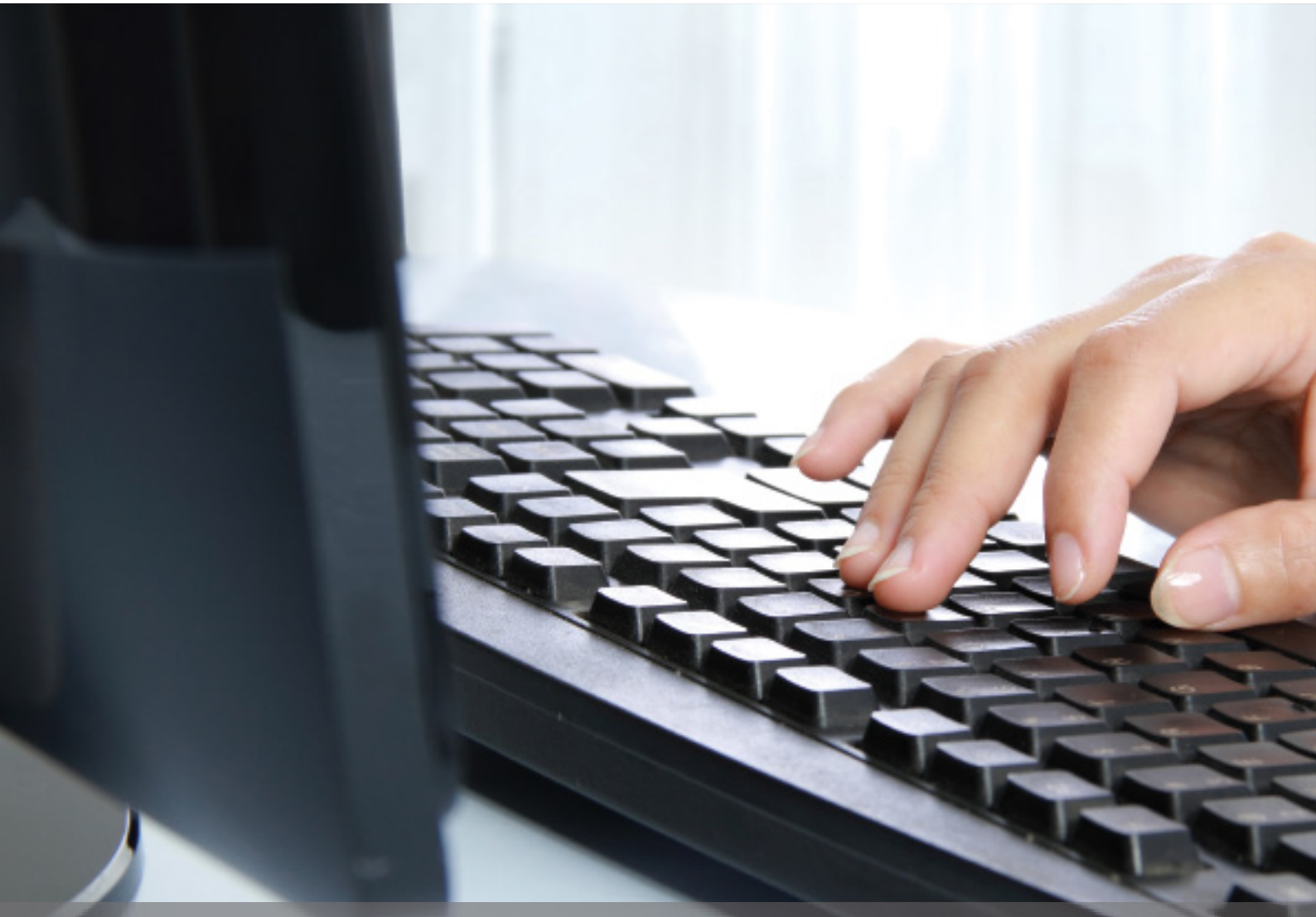
**Roger Peel**

Headmaster, Kimbolton School (1987-2002)  
Membership Secretary, HMC (2002 – 2009)

“ Having worked with Gareth Cappi I know he has the sharpest of minds and the insight to see solutions to complex problems. He is administratively highly efficient and I cannot imagine him ever missing a deadline set either for, or by him. He knows how schools tick and he therefore has the insight to finesse his work to suit to fit the individual demands of those he is striving to support. ”

Chris King

Headmaster, Leicester Grammar School



“ Gareth Cappi was my Director of Studies and timetabler at Kimbolton at the outset of my Headship. Meticulous, focussed, thoughtful and strategic, Gareth’s timetabling skills were first-rate. He has the ability to think outside the box and find orthodox solutions for unorthodox problems. I soon lost Gareth to a higher SMT calling but I am delighted to have the opportunity to re-engage his services as he embarks upon this exciting new venture; one which will certainly alleviate many a SMT headache over the coming years. ”

Jonathan Belbin  
Headmaster, Kimbolton School



## ABOUT PROTEMPORIS

PROTEMPORIS WAS SET UP IN 2014 BY GARETH CAPPI, AFTER DISCUSSION WITH A NUMBER OF HMC HEADS, TO PROVIDE A MUCH-NEEDED FACILITY FOR SCHOOLS THAT WAS PREVIOUSLY UNAVAILABLE TO THEM.

Gareth Cappi taught for 25 years after graduating from the University of Cambridge with a MA in Physics and Theoretical Physics. In this time he spent 13 years in Senior Management within HMC and gained 17 years experience of timetable planning and construction. In his most recent role he was Deputy Head at a leading HMC school in the north-west region for ten years before making a decision to set up ProTemporis to serve a greater range of schools.

The philosophy of ProTemporis draws upon those years of experience and makes available to a wide number of schools an approach to timetabling that results in a high quality product, that makes the most efficient use of resources, whilst being acutely aware of the needs of the human beings whose lives the timetable will affect.

“I have always been very impressed by the job Gareth Cappi has done with our timetable. His insight, precision, efficiency and attention to detail are exceptional. It makes such a difference to the school to know that the timetable will be produced on time, with the most minimal of fuss, and to be able to have complete confidence that it will work. It is exciting that he is now making his skills available to a wider range of schools through this new service that I think many schools will find very welcome.”

Nick Rugg  
Headmaster, Newcastle-under-Lyme School



# TAKE THE HEADACHE OUT OF TIMETABLING

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SCHOOLS DO A LOT OF OUTSOURCING, BECAUSE IT OFTEN RESULTS IN A MORE COST-EFFECTIVE AND EFFICIENT METHOD OF ACHIEVING THE DESIRED SERVICE. ASPECTS WHICH MANY SCHOOLS ROUTINELY OUTSOURCE INCLUDE CATERING, CLEANING, MAINTENANCE, GROUNDS, SECURITY, MARKETING AND PAYROLL.

Some schools also outsource some of their IT requirements, such as the website.

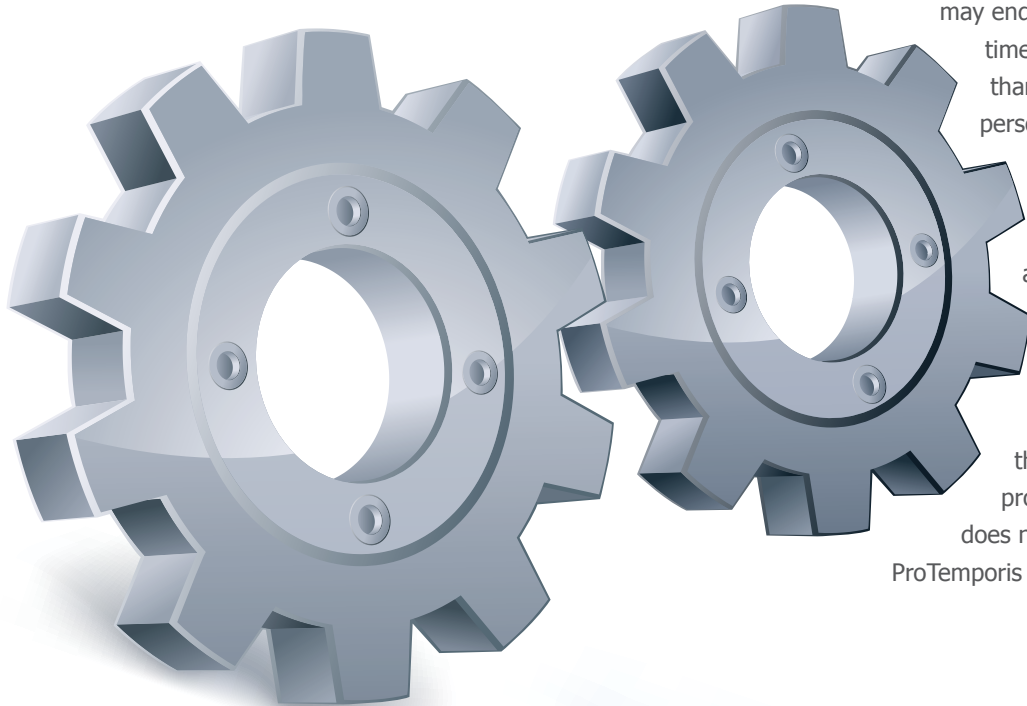
Yet many schools struggle when trying to manage their timetable internally because previously there has been no alternative. ProTemporis was established to fill this gap by providing an outsourcing service to schools whose circumstances will benefit from it.

## THERE ARE VARIOUS REASONS WHY A SCHOOL MAY WISH TO OUTSOURCE ITS TIMETABLE:

- The previous timetabler may have left, with no obvious replacement.
- The duties of the timetable may fall, de facto, to a member of senior management who has many skills, but not necessarily those necessary to write a good timetable.
- The requirement to be able to timetable may compromise the appointment of, in all other respects, the best person to a senior management position.
- The existing timetabler may struggle with effectiveness and/or timeliness.
- The timetabling process may result in considerable disruption to teaching or functionality of senior management during the Summer Term.
- The timetabling process may result in significant levels of stress within the school during the Summer Term.
- The timetabling process may cost the school more, in real terms, than it would cost to outsource the process to ProTemporis, particularly at a time of rising employment costs and shrinking margins.

In essence, the skills required to be good timetabler may not necessarily be those for which the person who is doing the timetable was appointed to a teaching post within the school. A teacher will have been appointed on the basis of being an excellent teacher. If the timetable falls to a member of the senior management then that person will have been primarily appointed on the basis of leadership, management and people skills. So a school may end up with a person in the timetabling role by default rather than because he/she is the best person for that role.

It is vitally important for the management, well-being and happiness of a school community that it has a good timetable that is produced in good time by a person who specialises in carrying out this task to a high standard of professionalism. If such a person does not exist within the school then ProTemporis is here to help.



“ I have always been very impressed by the job Gareth Cappi has done with our timetable. ”



## OUR PHILOSOPHY

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Writing a timetable is more than just a logic puzzle. At the forefront of our thinking is an acute awareness that a timetable will affect the quality of life of several hundred people for a year. The difference between a good timetable and a bad one is the difference between a happy school (in which staff and pupils have weekly routines that are conducive to effective teaching and learning) and an unhappy one (in which difficult logistical demands on time create stress and inefficiency).

ProTemporis aims not just to produce timetables that work (that is a given), it also aims to produce timetables that are good. Good for the school, good for the staff and pupils that work within it, and good for the management of the school. Allied with this philosophy is a core principle that no

timetabling decision is taken by a computer. Computers are used extensively for processing the timetable after decisions are made, for cross-checking clashes and for inputting data into the school's Management Information System, but they are not good at making good timetable decisions. So at ProTemporis all timetabling decisions are made by a human being.

At ProTemporis we try, if at all possible, to say “yes” to requests, and the objectives when solving problems are always to find solutions that are good ones. We will never accept an unsatisfactory solution to a problem just because it is a solution – if there is a better solution we will strive to find it.

# UNDERSTANDING THE SCHOOL

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BEFORE THE PROCESS EVEN STARTS, PROTEMPORIS TAKES TIME TO UNDERSTAND THE SCHOOL, ITS NEEDS AND CONSTRAINTS, THE WISHES OF ITS STAFF AND THE OBJECTIVES OF ITS MANAGEMENT FOR THE TIMETABLE. SEVERAL VISITS TO THE SCHOOL ARE ARRANGED IN ORDER TO DEVELOP THIS UNDERSTANDING. TIMETABLE CONSTRUCTION ONLY BEGINS WHEN THIS UNDERSTANDING IS COMPLETE, AND TAKES PLACE IN FULL ACCORDANCE WITH THE PRIORITIES AND POLICIES OF THE SCHOOL.

## OUTSOURCING SERVICE

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THE TIMETABLE PRODUCTION PROCESS CAN BE BROKEN DOWN INTO FOUR MAIN STAGES, AND PROTEMPORIS OFFERS THE FACILITY FOR SCHOOLS TO OUTSOURCE ANY OR ALL OF THESE STAGES AS SUIT THEIR REQUIREMENTS. THESE SERVICES ARE ALL AVAILABLE EITHER AS STAND-ALONE PRODUCTS OR AS PART OF AN ANNUAL CONTRACT.



### SUBJECT BLOCKING

Many schools understand the benefits of a free-choice options system, in which pupils are asked to make their subject choices unconstrained by artificial pre-blocking. The marketing benefits of this are immense, and ProTemporis will help you to keep your parents and pupils happy by enabling you to operate such a system.



### STAFFING OPTIMISATION

Staff costs are by far the largest expense incurred by any school, and when margins are tight it does not make sense for schools to carry more staffing than the timetable and management of the school require. ProTemporis will analyse your staffing requirements for the following year, based upon timetable requirements, in comparison with the existing staffing. We will then discuss with you ways in which you can make the most efficient use of your staff the following year and make recommendations relating to staff appointments.



### TIMETABLE CONSTRUCTION

With subject blocks having been devised, numbers of sets agreed, and staffing in place, ProTemporis will construct the following year's timetable based upon the information provided. This will be done in full and regular liaison with the school, with the aim of delivering the completed timetable back to the school within 8 weeks. As well as preparing individual timetables for members of staff, we produce clear and easy-to-read wallchart versions for posting on

noticeboards. ProTemporis will work with software that is compatible with the school's Management Information System, and will upload the new timetable electronically into your MIS.



### START-OF-YEAR MIS SETUP

Once the timetable has been written, issued, and uploaded into the school's MIS, configuring the MIS so that all pupils are allocated to the correct teaching groups is a major task that has to be carried out before the new academic year can begin. Most of this necessarily has to happen after the publication of external examination results. ProTemporis can help to free up your Director of Studies / Academic Deputy for his/her other commitments at that time of year by dealing with the start-of-year MIS setup for you. We will deal with the allocation of all of your pupils to all of their subject sets within your MIS and ensure that all your pupils have timetables prepared for them for the start of the new academic year.



# OUR VALUES

The service offered by ProTemporis is underpinned by a commitment to the following values and principles:

- Professional Expertise and Experience
- Understanding of School Management
- Quality and Excellence
- Care and Attention to Detail
- Empathy and Understanding
- Efficiency and Reliability
- Value for Money

## CONSULTANCY SERVICE

PROTEMPORIS ALSO PROVIDES A CONSULTANCY SERVICE TO SCHOOLS, WHETHER OR NOT THEY WISH TO OUTSOURCE THEIR TIMETABLE. WE WILL VISIT THE SCHOOL FOR A DAY FOR ANY PURPOSE THAT IS TIMETABLE, CURRICULUM OR STAFFING-RELATED.

Examples of purposes for which you may wish to use the Consultancy Service provided by ProTemporis are as follows:

- Timetable Training
- Trouble-Shooting
- Curriculum Planning Advice
- Timetabler Recruitment Advice
- Optimisation of Resources
- Addressing Governors on Timetable Matters
- Analysis of Efficiency
- Evaluation of Processes

The Consultancy Service is available at a daily rate or as a three-day package.

Schools that have taken out an Annual Contract are able to access the Consultancy Service for additional support and advice, if required, at a discounted rate.

PUPIL TIMETABLE SAMPLE

FORM	MONDAY								TUESDAY							
	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8
UPPER	4	4	4	1	1	3	3	3	2	2	2	3	3	1	1	5
SIXTH	A A K	RML	J B N	JCC	E J G				S G	M I	J C C	B G	J B N	AAK		
	JAC	C M B	K H T	S N G	J M G				J A S	S J S	J M G	D G M	SAL			
	KHT		TAT	DD	S J S				S J S	DD	DD	ES	TPJ			
	N J M	TPJ	LEB	GJM	M S S				TPJ	FPW	G J M	M L C	AP			

STAFF TIMETABLE SAMPLE

STAFF	MONDAY								TUESDAY							
	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8
AAK	U6 (4)	U6 (4)	10	L6 (1)	L6 (1)			7JG	10	7JG	L6 (2)		9OE (Dr)	10		U6 (5)
BAJ		11	10		9JP			7RB	10		11			8 (Dr)	10	
BG	11	11			8PT				10					U6 (1)	10	
JBN	7 (Dr)	11	U6 (1)	U6 (1)				7EG	7 (Dr)		11	9DC	9DC	10	U6 (1)	L6 (1)
RML	11	11	U6 (4)		9SS			8RL	L6 (2)	L6 (2)	8RL	9SS (Dr)			7 (Dr)	7RM
SFS	8JN	8AW	10		9SP (Dr)	7AP			7 (Dr)		8AW	9SP	9SP	10	10	7AP

## ANNUAL CONTRACTS

THE ABOVE OUTSOURCING SERVICES CAN BE PURCHASED IN PACKAGES AS PART OF AN ANNUAL CONTRACT. THESE USUALLY RUN, IN UK SCHOOLS, FROM 1 JANUARY TO 31 DECEMBER SO AS TO BEST FIT THE USUAL TIMETABLE MANAGEMENT CYCLE. HOWEVER, ALTERNATIVE DATES CAN BE PROVIDED UPON REQUEST.

As well as being more cost-effective, a major advantage of taking out an annual contract is that ProTemporis will provide on-going in-year maintenance of the aspects of the outsourcing service that have been purchased. Schools that have taken out Annual Contracts are also able to access any additional Consultancy Services provided by ProTemporis at a reduced rate.

THERE ARE FOUR LEVELS OF ANNUAL CONTRACT, DEPENDING UPON HOW MUCH OF THE TIMETABLE MANAGEMENT PROCESS A SCHOOL WISHES TO OUTSOURCE.

WHAT'S INCLUDED?	BRONZE CONTRACT	SILVER CONTRACT	GOLD CONTRACT	PLATINUM CONTRACT
Subject Blocking Service	✓	✓	✓	✓
Staffing Optimisation Service	✗	✓	✗	✓
Timetable Construction Service	✓	✓	✓	✓
New-Year MIS Setup Service	✗	✗	✓	✓
Maintenance of new blocks until end of Summer Term	✓	✓	✓	✓
In-Year Maintenance of all pupil set changes in MIS	✗	✗	✓	✓
In-Year Management of timetable changes and temporary timetables	✓	✓	✓	✓
Number of day-visits to the school included	3	4	3	4
Reduced-rate access to Consultancy Services	✓	✓	✓	✓

Payment for Annual Contracts is made in four equal instalments during the year.

## FREQUENTLY ASKED QUESTIONS

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### WHAT SOFTWARE DO YOU USE?

ProTemporis will work with the timetable software that is compatible with your school's MIS. Most of our work is done using either Timetabler or Nova T6, according to the school's needs.



### HOW FLEXIBLE WILL YOU BE?

ProTemporis is here to serve the needs of schools, not the other way round. This means that flexibility is one of our core values, and if a school requires something of us then we will endeavour to meet that request.



### HOW DO YOU GET "INSIDE" THE SCHOOL

AND UNDERSTAND ITS NUANCES? This is a very important part of how we function. ProTemporis has its roots in the senior management of HMC schools, and we understand just how intricate an understanding of a school, the people in it, its organisation and facilities, is required in order to produce a good timetable. This knowledge and understanding is gained by numerous visits to the school, both before and during the timetabling process, involving meetings and conversations with all key stakeholders. No work on the timetabling process starts until this understanding of the school has been developed.



### HOW DO YOU LIAISE WITH HEADS OF DEPARTMENT?

Either directly or through a liaison member of senior management according to the wishes of the school.



### WILL IT WORK, AND WILL IT BE ON TIME?

Yes. In 17 years of experience of timetabling, Gareth Cappi has never failed to produce a timetable that works, works well, and has been delivered on time. Reliability is the watchword of ProTemporis, by which the company lives or dies.



### WILL YOU BE AROUND IN THE FIRST WEEK OF THE NEW ACADEMIC YEAR?

At ProTemporis we understand that the first run through a new timetable can be a nerve-wracking process for a Head until it has been tried and tested. Whilst we are completely confident that our checking processes will never result in a timetable that does not work, we also understand the importance of the reassurance provided by being on-hand and available during that first week. We will be contactable throughout that time ready to act on anything that crops up, and will usually endeavour to visit the school at some point during that period.



### HOW MUCH WILL YOU BE WORKING AT "ARM'S

LENGTH" FROM THE SCHOOL? WILL THE SCHOOL BE KEPT REGULARLY INFORMED OF PROGRESS?

The writing of a timetable is a highly interactive process. It cannot be accomplished purely by taking the brief and some time later delivering a completed timetable. Issues arise, queries need to be resolved and ProTemporis will liaise fully with the school at every stage of the process.



### IS THERE A LIMIT TO THE NUMBER OF TIMETABLES

WITH WHICH YOU CAN COPE?

No, not with sufficient notice. ProTemporis employs administrative support and additional specialists with appropriate timetable and management experience as necessary in order to cater for demand. The timetable production principles and processes used by ProTemporis are consistent across all projects.



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Professional Timetable Solutions

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