

CANDIDATE INFORMATION PACK  
HEAD OF MUSIC  
FROM NOVEMBER 2024





# TABLE OF CONTENTS

College Information and Ethos

College History and Heritage

Job Description

Personnel Specification

Recruitment process

# College Information and Ethos

St Malachy's College is an all-boys Catholic Grammar College founded in 1833. The College is situated in North Belfast and successfully brings together boys from an extensive catchment area and from varied backgrounds. We offer a full, broad and balanced curriculum. We also offer a full and holistic education for our pupils, providing them with the opportunity to develop their gifts and be equipped with the necessary skills and Christian values to be successful in the world. The current staff consists of a Principal, two Vice Principals, 58 full-time and 10 part-time teachers. The College also has a large Special Educational Needs Department and the total number of teaching and support staff is 167. Enrolment for the current year is 1156 pupils.

We are adept at marrying the beauty and strength of tradition with current and future trends and needs. Therefore, our building programmes and refurbishments reflect our thinking. The external appearance of our building reminds us of our history, traditions and values. When you enter the College you will see a stimulating and modern environment with state-of-the-art resources and facilities. These are continually being updated and renewed, and we have even more exciting plans in place. We have recently attracted investment from external agencies to successfully complete the building of a Creative Digital Technology Hub (CDTH), providing our pupils and other learners from N Belfast with new and exciting learning experiences and opportunities. When you visit the hub you will see our young people being skilled for future careers through coding, robotics, artificial intelligence and virtual reality. We will ensure that our students will use this vehicle to continue to be first class problem solvers, creative innovators, effective team players, strong leaders, outstanding managers of information and excellent communicators. Coding, artificial intelligence, robotics, gaming, augmented and virtual reality will be a feature on the curriculum menu! We are confident that our work here will attract further interest and investment so that we can build a major hub on our old seminary site which will serve N Belfast and beyond, forging stronger links with our universities and industry. We are confident that our latest Creative Hub and the impact it makes will lead to an even bigger building project in the near future.

The ethos of St Malachy's College is encapsulated in its Mission Statement and Motto:

"St Malachy's College, as a Catholic School, is dedicated to provide academic excellence in the context of a Christian community ethos. It seeks to preserve its traditions of spirituality and learning, so that all pupils and staff can experience continuity in achievement and further their own spiritual, educational and personal growth in a pleasant, interesting and stimulating environment"

The College Motto "Gloria Ab Intus", Glory from Within, illustrates that the fundamental ethos is that of formative and holistic education. For 190 years, the College, as the oldest Catholic post primary school in Ulster, has formed thousands of good men including many great and influential leaders in a wide variety of disciplines. The mission statement of St Malachy's College charges us with the responsibility of preserving our traditions of spirituality and learning whilst always looking forward to ensure that our environment remains a stimulating one. Since its foundation, pupils from St Malachy's have played a vibrant and active part in events which shaped the history of these islands. This is something which can be both celebrated and commemorated in years to come.

The College ethos is strengthened by the links with our Parent Group, Friends of St Malachy's College and with our Alumni, most significantly the St Malachy's College Old Boys' Association. These links enhance and develop the history and heritage of the College as a community that spans the generations and passes on core values. We believe that our past pupils can play a significant role in helping to skill our boys in ways that will help them develop into good men who can thrive in adult life.

The Catholic Christian ethos of the College is reflected in the school motto: -'Gloria ab Intus'. This reminds us all of the importance of 'Glory from within' and we, through our work, endeavour to honour Bishop Crolly and the founders of the College. St Malachy's, as a Catholic school seeks through its ethos to recognise and respect the uniqueness of all individuals, to enable them to reach their full potential and to help create the world as God intends it to be (John Paul II). The College works in partnership with priests and local parishes to create and sustain a vibrant sense of spiritual awareness in our pupils. Fr M Spence, the Spiritual Director, celebrates Mass each Friday morning in the College Chapel throughout the school year and Deacon Dowd leads morning prayer before the beginning of the school day from Monday to Thursday.

Pupils actively participate in assemblies, collective worship, retreats, fundraising for charity and community work. The Ethos of the College is captured in the annual Mass to commemorate the feast of St Malachy when the entire College community walks to St Patrick's Church in Donegall Street where mass is celebrated and each year, a group of senior boys is commissioned as Extraordinary Ministers of Holy Communion.

"Here at the College, there are fantastic facilities and resources available which enable us to excel in all aspects of College life such as sport, music, arts and academia. In sixth form friendships continue to grow and prosper between the students and staff which create a feeling of togetherness. As senior students we take pride in honouring the legacy of this prestigious College"

Diarmuid Hanna: Head Boy 2022-23





# College History and Heritage

St. Malachy's College is built on land which once belonged to the famous McCabe family. Thomas McCabe was an important figure in late 18th century Belfast. He was a watch maker, land owner, industrialist and anti-slavery campaigner. Regarded as a strong liberal voice and an advocate of Penal Law reform, he was also a founder member of The Society of United Irishmen. His son, William Putnam McCabe was an adventurous leader in the insurrection of 1798. William is buried in Paris while his father is buried opposite the gates of the College in Clifton Street Graveyard.

Thomas's estate was called Vicinage and his home was known as Vicinage Mansion although it was quite a modest farm house situated at the top of a lane called the Cross Loaning. It had an uninterrupted view of Belfast Lough and the growing town. The well of Vicinage's farmyard can still be seen beneath the floor of the Drama Studio. At the time this house was entirely surrounded by fields extending up to the Deer Park and Cave Hill. Its nearest neighbours were the workhouse and to the north a lonely farm dwelling called Solitude.

When St. Malachy's opened its doors on the 3rd November 1833, the new College was the culmination of the efforts of Bishop William Crolly, the pioneer of Catholic education in Belfast. A few years earlier, in 1828, Donegall Street National School had been opened beside St. Patrick's Church. It was to a room in this building that the first students of the new College walked each morning from their lodgings in Vicinage. This 'walk' is celebrated each year on St. Malachy's Day as our students and staff make their way to Mass in St. Patrick's.

The main buildings of St. Malachy's as we know them were constructed and ready for use in 1868. These took the place of the old Vicinage Mansion which was demolished, apart from a 'kitchen wing' which was retained for a few years. All classes in the Donegall Street School ceased. The Christian Brothers who had come to Belfast in 1866 were given the 'wing' of the new building facing Crumlin Road as a residence.

The distinctive tower above the main entrance and the Chapel wing were added in 1882. During this decade, when Dr Henry was President, students were allowed to read for university degrees (following the Royal University Act of 1879) and as many as 35 began a university course in 1886.

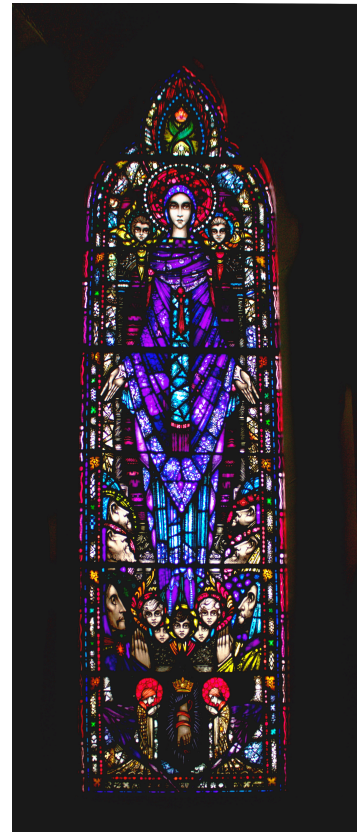
A succession of scholarly and inspiring priests guided the College into the 20th century. Fr. John McCaughan's years (1924-1931) as President saw the launch of The Collegian magazine (1925) and the formation of the Old Boys' Association (1926). His interests in music and competitive sport encouraged a surge in extracurricular activity. A victorious Gaelic Football team secured the prestigious MacRory Cup for the first time in 1929. Swimming, water polo and tennis competitions were entered for the first time.

When Dr Hendley organised the centenary celebrations in 1933 some of Ireland's leading men were in attendance including former student, Eoin MacNeill, founder of the Gaelic League and one of the architects of the Irish Free State. To mark the centenary of the College a High Mass was celebrated with Cardinal MacRory and several Bishops presiding. A very special gift was presented by priests who had been students and teachers. The renowned 'Harry Clarke' stained glass windows, painted by Richard King were installed in the Chapel.



The arrival of the new millennium marked a major watershed in the history of St. Malachy's. When Fr McKeown became an auxiliary Bishop, the College Board turned to award-winning coach and Vice-Principal Dr John Morrin to be the first lay principal of St. Malachy's. The College achieved specialist status in music. The 175th anniversary was marked with a splendid concert and a new statue of St Malachy was presented by the Old Boys' Association.

'Coming home' was how Mr Paul McBride described his appointment as 18th principal of St. Malachy's College in 2014. The first 'Malachian' in more than half a century to hold the post, Mr McBride had already been Head of Music, a department he left in robust good health. A north Belfast native, he brings a wealth of experience to his post and a clear set of priorities with academic success, a strong pastoral dimension and reinforcement of the College ethos to the forefront.





## **JOB DESCRIPTION – HEAD OF MUSIC**

### **(Full Time Permanent Post) – 3 Teaching Allowances**

The College wishes to appoint a Head of Music who will be able to build on its great traditions, ensuring that the quality of curricular and extra-curricular provision not only nourishes outstanding musicianship but also remains strong as a vehicle of excellence for its students in all areas of life. In carrying out his/her responsibilities, the Head of Music should keep in view the aims of the College and its Catholic ethos. He/she will be required to be an excellent teacher, a proficient musician and an effective and visionary leader in the field of music education and performance. He/she is primarily the co-ordinator of his/her Department and the greatest single influence on the quality of teaching and learning within the Department. The Head of Music will be responsible for providing dynamic and effective leadership. She/he should also ensure that the aims of the Music Department are in line with the School Development Plan to which the Head of Music contributes. The Head of Music will be a member of a Quality Assurance Team and will lead the Department in a process of self-evaluation for improvement and employ effective target setting measures for all concerned.

The Head of Music is responsible to the Principal for all matters pertaining to the Curricular and Extra-curricular musical life of the College and is expected to ensure the highest of standards.

#### **CORE PURPOSE:**

To manage the learning, teaching and assessment of Music within the College in accordance with College policies, to ensure the high standards of pupil achievement and to maintain the College's reputation as a centre of excellence in learning and performance.

To achieve this objective, he/she will have responsibility for the following:

#### **1 PROGRAMMES OF STUDY/EXAMINATIONS**

The Head of Department will:

- 1.1 Ensure that the school's courses leading to GCSE, AS and A2 level are in line with the requirements of the syllabus prescribed by the Examination Boards being followed.
- 1.2 Discuss any change of Examinations Board with the Principal before a decision is taken.
- 1.3 Submit regularly updated Schemes of Work for the Department and other relevant documentation, when required, during September of each year. This should also include Homework Policy, Strategies for the use of ICT and Digital Skills in the Department, Departmental Annual Focus in line with the School's Development Plan, Literacy and Numeracy Policy, Study Skills Strategy, Assessment for Learning, Assessment Policy, SEN Policy, Careers Guidance, Identification of Cross-Curricular Skills and Personal Capabilities and Thinking Skills in Key Stage 3 Schemes of Work.



- 1.4 Set and maintain a high standard of work in the Department and ensure that the above schemes/courses are successfully delivered.
- 1.5 Keep records of results and trends. This would include an analysis of all internal and external exams and on-going assessment to highlight possible weaknesses and areas needing improvement.
- 1.6 Implement whole school quality assurance procedures and to ensure adherence to those within the Department.
- 1.7 Monitor and evaluate the curriculum area/Department in line with agreed school procedures including evaluation against quality standards and performance criteria.
- 1.8 Continually monitor the pupils' learning experiences within the Music Department.

## **2 MEMBERS OF DEPARTMENT / LIAISON WITH SENIOR LEADERSHIP TEAM**

- 2.1 Liaise with the Principal through Vice-Principal responsible for Curriculum regarding the deployment of staff within the Department.
- 2.2 Keep abreast of curriculum development and ensure that members of the Department do likewise. Encourage and support their professional development and in-service training. In particular, identify and make recommendations to Senior Staff regarding training needs of the Department with respect to the implementation of the syllabuses and any other initiatives in respect of Music.
- 2.3 Oversee the work of Departmental Staff. Advise and support all members. In particular, collaborate with the Vice-Principal(s) in the induction of new teachers, part-time and substitute teachers. This includes careful monitoring of their work.
- 2.4 Hold Departmental meetings with prepared agenda according to school policy. This agenda should include:
  - formulation of Departmental policy, Departmental planning;
  - review and evaluation of what is taught and how it is taught;
  - awareness of learning styles of pupils;
  - annual focus for development and improvement;
  - analysis of results of tests (including diagnostic testing) and examinations and strategies for addressing areas of weakness;
  - target setting and strategies to maintain and improve Departmental and individual pupil performance;
  - discussion of problems that may arise regarding the progress of pupils;
  - reports, where relevant, from members on in-service courses attended;
  - discussion of strategies for encouraging pupils and celebrating their successes;
  - implementing strategies and Individual Educational Plans to support SEN pupils;
  - other business pertaining to the Department.

Minutes should be given to the Principal, Vice Principal (Curriculum) and Senior Leadership Link person within one week of a meeting taking place.

- 2.5 Encourage staff within the Department to complete the required ICT training and support them in this.
- 2.6 Ensure that ICT is used effectively within classroom teaching and keep up to date with developments in this field in relation to Music and related areas.
- 2.7 Be available, in an advisory capacity if required, when applicants are being interviewed for posts within the Department.
- 2.8 Be responsible for the guidance of student teachers in the Department in conjunction with the Vice Principal responsible for student teachers and in accordance with school policy and the requirements of the Higher Education Institutions who place the students.
- 2.9 Ensure the practice of self-review and evaluation within the Department both at individual and Departmental levels, is integral to the teaching process.
- 2.10 Participate in Performance Review and Staff Development (PRSD), ensuring that it is linked to the School Development Plan and Continual Professional Development Policy.
- 2.11 Develop and implement strategies to ensure that the Head of Department is aware of standards of teaching and learning in the classroom.
- 2.12 Meet with the member of SLT linked to Music, and/or with the Principal/VP Curriculum on a regular basis to discuss results and other matters pertaining to the Department. This should include matters such as:
  - analysis of strengths and weaknesses
  - Departmental focus and evaluation
  - target setting for improvement
  - quality assurance procedures
  - communication with parents
  - leading the members of the Department in using diagnostic tests' results and internal test results as predictors of grades in external exams
  - developing mechanisms within the Department to identify and support the Gifted and Talented pupils
  - staff development needs
  - curriculum changes and requirements
  - strategies for promotion of the Department
- 2.13 Organise and take a leading role in relevant school trips and educational visits which are of educational value to pupil learning.

### **3 RESPONSIBILITY FOR PUPILS AND FOR TEACHING AND LEARNING**

- 3.1 Within the Music Department, structure a programme of study skills for students,



liaising, as appropriate, with the Study Skills Tutor.

- 3.2 Ensure regular assessment and evaluation of pupils' work and arrange for such procedures as the KS3, GCSE, AS and A2 level syllabus and school policy require.
- 3.3 Oversee setting, marking and standardization of all internal examinations, including interim tests and on-going assessment.
- 3.4 Establish and maintain a Departmental Homework Policy which should reflect an emphasis on marking for improvement and target setting. Oversee the regularity of setting and marking of homework and standards of marking across the Department in accordance with the Department's Homework Policy, and adhering to Literacy and Numeracy Policies.
- 3.5 Ensure that Year Heads are kept informed of any pupil whose progress or attitude to work is causing concern and that continuing support is provided.
- 3.6 Promote extra-curricular, solo and ensemble playing within the Department. Encourage staff to enter pupils regularly for a wide range of competitions, festivals, concerts, projects and Associated Board (and/or other) exams. Provide all College musicians with ample opportunity to perform regularly on public forums and where appropriate, represent the College in other local and national ensembles. Organise and present at least two major concerts per academic year.
- 3.7 Select and provide appropriate and high quality liturgical music for all College religious ceremonies and assemblies throughout the academic year, and prepare cantors, choirs, ensembles and class/year groups for these.
- 3.7 Assist staff, when required, in dealing with problems that may arise regarding pupils.
- 3.8 Ensure that the School and Departmental policy on Health and Safety is complied with fully.

#### **4 RESOURCES**

##### 4.1 Equipment

- ensure care and maintenance of equipment in the Department
- submit equipment requests to the Bursar by the date appointed
- submit and update a Departmental inventory to the Bursar by the appointed date

##### 4.2 Books/Class Materials

- submit orders for books/other requisites by the appointed date
- keep within the budget granted to the Department
- ensure that all books are returned by pupils

##### 4.3 Library List

- submit library list by the appointed date
- return library books according to the arrangements of the Librarian

#### 4.4 Extra-Curricular Service and Resources

- submit spending plan to the College's Finance Committee in accordance with Departmental Action Plans
- keep records of timetabling and attendance at peripatetic lessons
- keep an inventory of all instrumental and chorale music.

### 5 **RELATIONSHIP WITH OTHER MEMBERS OF STAFF**

- 5.1 Liaise with other Heads of Department in respect of cross-curricular themes, Thinking Skills and Capabilities, Areas of Study, Self-Evaluation for Improvement and other relevant issues.
- 5.2 Ensure that Form Tutors, Year Heads and other relevant staff are kept informed of any pupil whose work is deteriorating or is not up to standard.
- 5.3 Attend Heads of Department Meetings, when required.
- 5.4 Work collaboratively and co-operatively with other Departments and support staff in planning and directing whole school events involving music.

### 6 **CAREERS**

Heads of Department, through ongoing collaboration with the Head of Careers and a Senior Leader Link person, should be familiar with the current career opportunities open to students taught in the Department. She/he should discuss such opportunities with the senior pupils, thus giving constructive support to the Careers Department.

### 7 **RELATIONSHIP WITH THE COMMUNITY**

- 7.1 Establish and develop links with relevant external bodies and Institutes of Higher Education and maintain existing partnerships with other schools.
- 7.2 Work collaboratively and co-operatively with feeder and schools within the North Belfast Area Learning Community towards the achievements of shared goals and fostering good relationships.
- 7.3 Organise high quality choirs and ensembles which will contribute to the quality of internal and external College-related events.

### **ADDITIONAL DUTIES**

The person appointed:

- (a) Will be part of a team for the completion of UCAS forms.
- (b) Will assist with input to relevant school publications and website.
- (c) May be required to act as a Form Tutor.
- (d) Will be expected to become involved in other aspects of the College extra-curricular life, working closely with other Departments and be present at major public school functions.
- (e) May be required to carry out other duties as may be required by the Principal.



## **CONDITIONS OF SERVICE**

All staff will carry out a range of professional duties required by the Board of Governors under the direction of the Principal and be expected to work as a team within the agreed Conditions of Service for Teachers. It is hoped that teachers will carry out such extra activities as may be required in the interest of the welfare of the pupils at the College.

This job description is not meant to be definitive but used as a guide to responsibilities. It may change as education demands alter.

### **1.2 Other Areas Of Responsibility**

#### **(a) Pastoral Care**

They will be involved in the Pastoral Care programme of the College, in accordance with the entire range of Pastoral policies, having responsibility for a Form Class under the direction of the Head of Year, Head of School and Vice Principal (Pastoral).

This role will require the applicant to:

- Develop a detailed knowledge of the needs, aspirations, interests and academic progress of each pupil in a tutor group;
- Respond to the individual problems of pupils and encourage, motivate, and mentor pupils as necessary;
- Maintain, under the direction of the Head of Year, contact with parents and guardians as required, keeping abreast of pastoral developments e.g. Safeguarding, Resilience & Positive Engagement;
- Identify and undertake any personal and professional development required to discharge pastoral responsibilities effectively;
- Contribute to the review and development of units of work and maintain under the direction of the Head of Year, appropriate pupil records;
- Assist with the organisation of pastoral activities for a particular year group including public and virtual events;

#### **(b) General**

They will be expected to undertake general supervisory duties expected of a member of the College's teaching staff and to undertake any other duty which may reasonably be expected of a teacher in the school. They will also be required to contribute to the development and implementation of College policies and procedures.

#### **(c) Extracurricular activities**

They will be expected to be involved in the general extra-curricular activities of the College.

**PERSONNEL SPECIFICATION – HEAD OF DEPARTMENT – MUSIC**  
**(Full Time Permanent Post)**

A = Application Form I = Interview

|                             | Essential  | Desirable  |
|-----------------------------|--|--|
| Qualifications and Training | <ol style="list-style-type: none"> <li>1. A recognised qualified teacher at post primary level and registered with GTCNI as of September 2024 (A)</li> <li>2. An Honours degree (minimum 2:2) in Music or one in which Music is a major component (A)</li> <li>3. At least Grade 8 qualification on a keyboard and/or orchestral instrument (A,I)</li> </ol>   | <ol style="list-style-type: none"> <li>1. An Honours degree (minimum 2.1) in Music or one in which Music is a major component (A)</li> </ol>                   |
| Knowledge / Experience      | <ol style="list-style-type: none"> <li>4. At least three years' experience of teaching Music at post primary level. (A)</li> <li>5. Have a track record of high academic performance rates for GCSE and/or A Level Music in the above period (A)</li> <li>6. Ability to teach Music to A2 level.(A,I)</li> <li>7. Have proven excellence of conducting orchestras and/or choirs (A,I)</li> <li>8. Demonstrate vision for the role and promotion of Music within and beyond the College (A,I)</li> <li>9. Experience of leading extra-curricular activities/events – including major functions such as Prize-giving, Open Nights, Concerts, school trips (A)</li> <li>10. Be able to play piano to at least Grade 5 standard (A,I)</li> </ol> | <ol style="list-style-type: none"> <li>1. At least one year's experience of successfully leading and managing a staff team in a musical setting (A)</li> </ol> |



|                    |  |
|--------------------|--|
| Skills             | <p>Leadership &amp; Management</p> <ul style="list-style-type: none"> <li>• Experience of/ability to set targets, implement action plans, evaluate and give constructive feedback to staff and pupils. (A,I)</li> <li>• Experience of/ability to manage a range of resources and resources and teaching methodologies (I)</li> <li>• Ability to create an energetic, stimulating and interactive learning environment (I)</li> <li>• Be able to delegate responsibility and work effectively in a team situation (I)</li> </ul> <p>Communication</p> <ul style="list-style-type: none"> <li>• High level written / oral communication / presentation skills. (A,I)</li> <li>• Positive impact on others – energising/charisma. (I)</li> </ul> <p>Organisational</p> <ul style="list-style-type: none"> <li>• Methodical approach to organisation of tasks. (I)</li> <li>• Ability to plan, prioritise and schedule effectively (I)</li> <li>• Ability to motivate pupils and involve them in accomplishment of tasks (I)</li> </ul> <p>Interpersonal</p> <ul style="list-style-type: none"> <li>• Ability to value contribution of pupils and colleagues (I)</li> <li>• Ability to perceive needs and concerns from differing viewpoints (I)</li> <li>• Ability to manage sensitive matters effectively (I)</li> </ul> <p>Information and Communication Technology</p> <ul style="list-style-type: none"> <li>• Ability to apply Digital Skills to teaching and learning in Music (I)</li> </ul> |
| Personal Qualities | <ul style="list-style-type: none"> <li>• Loyalty and commitment to the ethos and aims of St Malachy’s College (A,I)</li> <li>• Confident and competent demeanour and approach (I)</li> <li>• Flexible dispositions – able to achieve introduction of change – for the good of pupils/department (A,I)</li> <li>• Sensitive to feelings and circumstances of others (I)</li> <li>• Loyal, co-operative and enthusiastic team member (A,I)</li> </ul>  |

The criteria may be enhanced to facilitate shortlisting.

**The Governors seek to appoint well qualified and enthusiastic teachers committed to supporting the ethos of the College and willing to contribute to its extra-curricular life.**

### **Shortlisting**

After the closing date, the shortlisting criteria will be used to provide a shortlist of candidates for interview. This will involve assessing which candidates have demonstrated how they meet each of the criteria. The criteria may be enhanced to facilitate shortlisting, if required.

### **Interview**

Shortlisted candidates will be required to attend an interview which may include a presentation. Candidates will be further shortlisted and may be required to attend a second interview and/or a Lesson Observation assessment.

### **Selection Process Timetable**

After shortlisting, candidates who have been selected to attend an interview will be notified by email.

|  | Dates                               |
|--|-------------------------------------|
| Advertisement                          | Week Beginning 26 August 2024       |
| Close of Applications                  | Friday 13 September 2024 at 12 noon |
| Shortlisting                           | Week Beginning 16 September 2024    |
| Stage 1 & 2 Interviews                 | Week beginning 23 September 2024    |
| Ratification by the Board of Governors | Week beginning 23 September 2024    |

Please note that these timeframes are indicative only and provided to support candidates in attending for interview.

### **Confirmation of Appointment**

Before the successful candidate can be confirmed, they will be required to:

1. Agree to their records being checked with the Department of Education for Northern Ireland and an Access NI Disclosure check: it is a condition of appointment that the applicant should hold a satisfactory Enhanced Disclosure Certificate from Access NI;
2. Accept the right of the College to contact any or all previous employers for references: it is a condition of employment that such references should be acceptable to the Board of Governors;
3. Complete a detailed Health Declaration Form signed by your General Practitioner;
4. Provide written confirmation of acceptance of the post;
5. Provide proof of qualifications;
6. On taking up the above post, the applicant must be a registered teacher with the GTCNI.

### **Terms and Conditions**

The person appointed to this post will be employed on the same terms and conditions as apply to all teachers in grant-aided schools in Northern Ireland and which are set out in the 1987 Jordanstown Agreement and the amendments to this Agreement that have been agreed since then.