

School Management, the Albanian Case

Case Title:

Mismanagement of conflicts with teachers

The scope and level of education from which the case is taken

Conflict Management in Pre-University Education

Description of the case

On October 24, 2015, RED (Regional Education Directorate) -Elbasan warns of the dismissal of Mrs. M.K., a school director appointed to this position in April 2014, with the motive: "For non-fulfilment of functional duties leading to the non-management of conflicting situations created between teachers in the school".

As soon as she started in this position, teachers have had complaints about the managerial skills of the director, complaints that were made known to the RED by the teachers in person. In June 2015, these complaints were made official through letters sent by the school teachers to RED and MES, made public in the newspaper "Panorama".

The following letters to the RED regarding the school director M.K. were written by three teachers of this school from June 2015 to September 2015. The teachers claim that the director exercised on them physical, verbal and psychological violence. These papers were also made public in the media.

Complaint letter no.1. On 15 June 2015, E. L., a retired teacher, sent a letter to RED-Elbasan. E. L. had gone to her school to meet former students and colleagues but was forced out violently. In her letter, the retired teacher cites that, more than being physically abused, she was hurt morally and she requires that action is taken against M. K. But according to the teacher, although the Regional Educational Directorate had been notified, this institution had not taken any measure.

Complaint letter no. 2. Another complaint letter about the school director M.K., addressed to RED-Elbasan, was written by S.K. (teacher at this school). She complains about the director's conflicting behavior and lack of management of relations with the staff. S. K. requires by the authorities to take the appropriate measures. She mentions in her complaint that the dignity of teachers has been profaned during the lesson, as she was pushed and yelled at in the presence of her students.

Complaint letter no. 3. The last letter was written by F.T. and she addressed the Minister of Education. F.T. presents concrete facts about the lack of school management by the school director related to issues such as: incorrect distribution of classes, improper knowledge about documentation, assigning teachers, drafting the annual school plan, lack of communication ethics, a two- standard evaluation system, lack of organization, etc.

Legal Provisions

Based on the Law on Pre-University Education. 69/2012, Chapter IX on the status of teaching staff, Article 54, point 2.c, stipulates that "the director of the public or private educational institution shall be responsible for the management of the staff and the creation of conditions for the professional development of the employees of the institution" which seems to have not been accomplished by MK during the period that she has exercised this task.

Article 55 "Management Aspects" of Normative Provisions, in point 3 stipulates that "The Director, after consulting with the council of teachers: a) sets the division of classes; b) decides on the workload of teachers; c) assigns tutor teachers; drafts himself / herself or assigns a vice director / teacher to design the weekly teaching schedule of the institution. In Article 122 of the Normative Provisions it is concluded that: RED: a) implements the National Strategy of Pre-University Education in local conditions; b) cooperates with the core unit of local government; c) observes the teaching process and management of the educational institution;

The followed procedure and the decision of RED - Elbasan

After receiving the complaints, the Ministry of Education and Sports sent an inspection team that together with the monitoring team of RED Elbasan carried out verifications at the "Jeronim De Rada" school in Elbasan.

Given the findings of these two groups, in October 2015, RED-Elbasan, warns of the dismissal of Mrs MK, director appointed to this post in April 2014, with the motive: "For failure to perform functional duties by leading to the non-management of conflicting situations created among teachers". After this decision as well as several hearings and counselling sessions aimed at resolving the conflicts, the situation in the school was not stabilized and RED Elbasan has started the procedures for the dismissal of M.K.

Sources

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