

CHAPTER 10

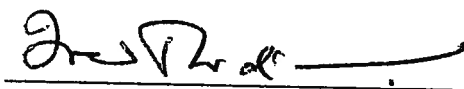
SUMMARY OF RECOMMENDATIONS

Number	Recommendations	Chapter
1)	The <i>Education Regulations</i> and the <i>Public Service Code of Conduct</i> should be appropriately amended to ensure that any public criticism of teachers or their work by a Principal is expressly forbidden by law. In the interim, a Ministry of Education Circular to this effect should be issued to the Principals of all public educational institutions.	3.52
2)	A review of the <i>Education Act</i> and its Regulations should be undertaken under the auspices of the Ministry of Education to identify and address any areas of ambiguity or uncertainty which could give rise to conflict;	4.60
3)	Consideration should also be given to the strategic re-organization of the Ministry of Education and the refocusing of its staff with the aim of ensuring that the Ministry operates proactively and is more responsive to the issues faced by the Boards of Management, the Principal and the staff and other stakeholders of every public secondary school. Members of the Ministry's senior staff should also be trained in alternative dispute resolution.	4.60
4)	The <i>Education Regulations</i> should be amended to make it mandatory for both the Principal and the Deputy Principal to attend all Board of Management meetings.	4.60
5)	The Ministry of Education should take urgent action to ensure the implementation by the Board of Management of the Alexandra School (and of any other school where Special Fund Accounts are operated) of the six recommendations issued by the Auditor General in his Review Report of 2006-09-05.	4.60

Number	Recommendations	Chapter
6)	The interplay between regulations 5(a) and (b) and regulations 17(a) and 44(5) and the areas of responsibility allocated to the Board and the Principal respectively should be clarified by way of an amendment to the Regulations.	5.5
7)	The requirement for consultation between the Principal and Heads of Department should be more clearly expressed by an appropriate amendment to the Regulations.	5.6
8)	As harmonious relations cannot now be restored, it is not in the best interests of the Alexandra School that the current Principal should be permitted to remain in place at the school as its Principal.	9.9
9)	Immediate steps should be taken to invoke the provisions of section 5.5 of the General Orders of the Public Service to place the Principal on a leave of absence from the school in the public interest while more permanent arrangements are negotiated for his re-assignment elsewhere in the Public Service, or alternatively, for his compulsory retirement from the public service;	9.9
10)	At a convenient time in the near future, the Deputy Principal be transferred from her post at the Alexandra School to a similar post at another school.	9.14
11)	Mrs. Greaves should be given a written reprimand. However, in view of her position as a public officer, this issue of her not teaching is a matter for investigation and determination by the Public Service Commission.	9.22

Number	Recommendations	Chapter
12)	The Commission recommends that the Ministry of Education and the Board of Management should take steps to terminate the appointment of Mr. Roger Broomes..	9.26
13)	Consideration should be given to transferring Mrs. Vernell Woods and/or Ms. Abena Williams to other public secondary schools in the teaching service at a convenient time in the near future.	9.32
14	It is in the best interest of the school that Mr. Bryan be transferred from Alexandra School.	9.35
15)	It is recommended that the Ministry of Education take urgent steps to implement recommendations 3 and 4 of the Inspection Report which in April 2011 called for an immediate injection of funds for professional expertise to: i) help the staff to rebuild trust, collegiality and good interpersonal relationships; and ii) to find modalities for improving effective communication between the various stakeholders at the school.	9.36

DATED the 21st day of September , 2012



Frederick L. A. Waterman, CHB, QC
Commissioner

APPENDIX 1
RECOMMENDATIONS OF THE ALEXANDRA SCHOOL
INSPECTION REPORT 2010

1. There is an urgent need to find some mechanism and strategies to heal the rifts that are militating against the continued development of the school. All the data collected show divisions between the Principal and some members of the administrative team; between the Principal and some members of the teaching staff and the students, and among the teachers themselves. The differences seem to exist even between some members of the office staff and the Principal.

2. In the present atmosphere at the school, where the various divisions have taken seemingly immovable positions, it is difficult to see how there could be professional co-existence. For the benefit of the continued progress of the school, this situation should not be allowed to continue.

3. The problems at the Alexandra School are real and the need for corrective action is imperative. Corrective action should include an immediate injection of funds for professional expertise in helping staff to rebuild trust and collegiality among themselves, so that this can be filtered down to the students.

4. Communication and interpersonal relationships need urgent attention. Lack of effective communication at all levels of the school has led to misunderstanding and mistrust. The various stakeholders need to be persuaded that continued ineffective communication, failed strategies of management and administration must be replaced for the good of the school.
5. Perhaps the most devastating result of the rifts and miscommunication is the effect that these have on students' perceptions, and eventually the teaching/ learning activities. Strategies need to be developed to, as far as possible, insulate the students from the differences that exist between the various sectors of the school's management and teaching staff, and other staff. It seems unwise for any teacher or management team member to discuss the perceived problems in the school with students.
6. There is a need to rationalize the roles and functioning of the Board of Management staff and the other areas of administration of the school. The apparent level of vagueness that not exists should be handled carefully but quickly.
7. The school has a well documented history of high achievement at all levels and in many different spheres. The results at CXC examinations are excellent, especially in the last few years, the achievement in sports and aspects of culture are also noteworthy. The school boasts of its input into the development of cricketers like Kemar Roach and others. All these must be maintained and further enhanced in the years to come.

8. Some well tested mechanisms for developing problem solving skills should be designed and implemented. The expertise and experience of the Principal and other members of staff could be used for such activities.
9. Courses in educational management should be planned and delivered to the administrative team as well as some members of the teaching staff. Clearly, some of the comments made during the inspection from some members of the management and teaching staff, show insufficient knowledge and skills in effective management.
10. There should be official minutes of all meetings of staff, Head of Department, and Year Heads. These minutes are especially critical for keeping a check on what is decided, who should follow up on what, and so on. The draft minutes should be circulated to all concerned before the next meeting, allowing adequate time for their perusal. The minutes should be subjected to confirmation, and there should be discussion on matters arising etc. to form part of the permanent record of proceedings. The item Any Other Business (AOB) should be part of the agenda, to facilitate the inclusion of ideas from all those present at the meeting, and to allow for more staff involvement. This recommendation should help to minimize misinterpretations and misunderstandings.
11. There are aspects of the school's functioning (e.g. the number of curriculum initiatives as such as RLO which need to be evaluated) revealed in this inspection which should be studied in more depth to facilitate improvement in this and other schools.