

THE INVISIBLE HEROES OF SCHOOL MANAGEMENT: THE ASSISTANT HEADMASTERS (A QUALITATIVE STUDY)

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Education is a social institution which has a direct impact on all social systems, relations between society and individuals, and both current and future state of a society. Being an organization of education, schools are the most significant goal of an individual's socialization and self-realization within organic relations with wide social spheres.

School organizations can fulfill the mentioned aim only through an effective school management. So much so that effectiveness of school management plays a key role in determining the efficiency of the educational method, national educational system and society with all its institutions. The dynamism in organizational structure and operation of a school is in direct proportion to the extent to which school administrators can carry out their duties based on a balance between their rights and responsibilities.

In Turkish educational system, school managers have achieved such prominence as to enable the paradigm "Director means school" to be widespread while assistant managers (müdür yardımcıları) have come to be regarded as, so to say, "secret administrators". This perception is reflected not only in other stakeholders of school management but also in chief assistant managers (müdür baş yardımcıları) and assistant managers hierarchically.

Dealing with all aspects of "School Assistant Managers", the objectives of this study can be listed as the following:

- a) To analyze the legislation on the post of school assistant manager as an administrative position and compare it with its equivalents in other countries,
- b) To examine the process of selecting and appointing assistant managers from a historical perspective,
- c) To analyze the balance between operational duties and responsibilities of assistant managers.
- d) To analyze the duties of assistant managers by comparing those stipulated by legal grounds and those they de facto conduct.
- e) To determine the problems encountered by assistant managers while carrying out their duties and ways to overcome them.
- f) To present the assistant managers' job satisfaction and anxiety level regarding the organization position they hold and their organizational expectations regarding the future.

This study will use the descriptive method and include chief assistant managers and assistant managers of primary and secondary schools located in city center of Malatya. A semi-structured interview form will be employed in the study. Furthermore, face-to-face interviews will be conducted with assistant managers and a recorder will be used. Another data source of the study will consist of relevant legislation and other documents on assistant managers.

Considering that the number of studies in Turkey directly focusing on assistant managers is limited, it can be argued that the results of this study will make significant contributions to this field.