

AL-RAYAN INTERNATIONAL SCHOOL

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HUMAN RESOURCE HANDBOOK

DRAFT

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DECLARATION 45

WELCOME STATEMENT

We welcome you to Al-Rayan International School (ARIS), a young and forward-thinking school which provides an outstanding place for students, facilitators and non-teaching staff alike irrespective of nationality or creed.

This document is designed to provide you, the Employee (where the context required may include students on practical training, national service, volunteers and/or Interns and Contractors) with basic guidelines on rights and responsibilities of your employment.

Further information, shall be contained in the letter of appointment which will be made available to you by Management.

THE SCHOOL

ARIS was established in September 2003 with a focus on providing world class standards in education. ARIS has an inclusive admissions policy with an internationally orientated curriculum for achieving all-round excellence.

ARIS is an authorized Primary Years Programme (PYP) school, authorized in April, 2016. We have also adopted the Cambridge Assessments for older students, offering an extensive range of International General Certificate of Secondary Education (IGCSE) subjects. In May 2015, we were authorized to offer the full IB Diploma Programme (IBDP), completing the final two years of the students' secondary level education, prior to university. Step by step, as practitioners of the IBDP, we are now realising the enormous potential it has for our students and their future lives.

ARIS is accredited by Cambridge Assessments offering The International General Certificate of Secondary Education (IGCSE), followed by The International Baccalaureate® (IB) Primary Years Programme (PYP) and Diploma Programme (DP). ARIS is a candidate school for the Middle Years Programme (MYP).

ARIS offers an extensive range of IGCSE subjects. In May 2015 ARIS was authorized to offer the full IB Diploma Programme (IBDP), completing the last two years of the students' secondary level education, before university. ARIS is an IB World School.

We are committed to inspiring students to attain their fullest potential through a broad-based curriculum that promotes critical thinking, fosters self-motivation, encourages self-development as they are tailored to individual needs, and providing all students with access to learning.

We strive for excellence and provide the highest possible standards of international education for each and every student in our care based on creative, personalised learning and student engagement within a world class, highly enabled, dynamic and caring environment.

We are more than just a school, we are a diverse community of learners that are committed to inspire, empower, and transform for a better world. We provide students with a morally sound learning environment that is respectful of differences based on respect, fairness and trust which are the principles upon which we are founded.

This is sustained with the help of our highly professional and dynamic teams of educators, who are committed to finding fulfilment in their work and to continuous learning and development.

We strongly encourage our students to recognize and grow from their own cultural roots and to learn foreign languages. This enables them to develop and appreciate their identities while

exposing them to different cultures and linguistic systems, and thereby enabling an informed awareness of diversities and similarities in the global community.

We are dedicated to the upbringing of creative, resilient, independent and socially responsible young people having the knowledge and skills necessary to be active contributors in the global community.

ARIS CORE PURPOSE

“We are a diverse community of learners that are committed to inspire, empower, and transform for a better world”

ARIS CORE VALUES

Greatness in everyone
Learning with everyone
Creativity and innovation by everyone
Service to everyone
Change for everyone

ARIS CHARACTERISTICS

Responsibility and respect
Passion and Professionalism
Collaboration and Communication
Reflection and action

CORPORATE OBJECTIVE

As a school that still seeks to provide the highest possible standards of international education, ARIS also seeks to engage the services of adequately suited employees and reward them adequately.

We acknowledge the immense value of a capable and motivated staff in achieving our aims and objectives and look forward to full participations of the entire workforce in this regard.

DEFINITIONS

“Academic Staff” means Facilitators/Counsellors/Coordinators/Librarian.

“Administrative Meetings” means meetings called by the entire Management or any member of the Management of the School.

“Administration Manager” means the person responsible for the day-to-day administration of the school.

“Buddy” means one of a pair or team associated under the CPD buddy system of the School.

“CPD” means Continuing Professional Development.

“Contract of Employment” means the Agreement between the School and the Employee stating the terms of employment, which may be full-time or Part-time, subject to confirmation after the probationary period.

“Grievance” means any dispute or difference over or dissatisfaction with the interpretation or application of the provisions of this handbook or any allegation that an Employee has been subjected to unfair treatment.

“Head of School” means the Head of School of the Primary School or the Head of School of the Secondary School.

“Management” means the Employees in management position who from the School Management Team(SMT) such as the Director, Head of School, Financial Controller, Human Resource and Administration Manager, Admission & Marketing.

“Probationer” means a person employed on probation basis with the School.

“Salary” means gross salary.

“The School” means Al-Rayan International School (ARIS).

“Working Day” means any working day and in exceptional circumstances may include Saturdays, Sundays and public holidays.

INTERPRETATION

In this Handbook, unless the context otherwise requires:

- a. The masculine shall include the feminine and vice versa.
- b. The singular shall include the plural and vice versa.

SECTION 1 -THE SCHOOL

THE STRUCTURE

PRIMARY SCHOOL

The Primary School caters for students from Playgroup to Year 6.

Playgroup class is for children aged two (2) years old while there is the nursery class for children aged three (3) years to four (4) years.

The reception class is for children aged four (4) years to five (5) years.

Thereafter, we use the British system from Year 1 to Year 6.

Admission

The cut-off to enter the appropriate class is reaching the maximum age by the first day of September of enrolment year.

Curriculum

The curriculum throughout the Primary School is based on the International Baccalaureate (IB) Primary Years Programme (PYP). ARIS is an authorised IB World School. (IB) PYP schools are schools that share a common philosophy, which is a commitment to high quality, challenging, international education that ARIS believes is important for our students.

Like all the programmes of the IB, the PYP is not rooted in any one national educational tradition or culture. It aims to offer an international education for international students. The curriculum emphasizes on the core skills of literacy, numeracy, creativity, social and physical development. Students take a more active role in their own learning process.

Parents who are unfamiliar with the PYP are invited regularly to workshops and meetings held during the year.

The School actively recruits facilitators with PYP experience and invests in their continuous professional development through participating in PYP workshops and conferences where they can meet and interact with PYP facilitators from other schools and through offering facilitators the opportunity to subscribe to required courses.

Each PYP class has a Class Facilitator and a minimum of one Assistant Facilitator if the number of students exceeds fifteen (15) students.

School Day

Primary school day starts at 8:00 am and ends at 3:00 pm for students or at 4:00 pm when there are co-curricular activities.

Students in the Foundation that is, Playgroup, Nursery, Reception, Year 1 and Year 2 have a morning break from 9:00 am to 9:40 am and a lunch break from 12:40 pm to 13:40 pm.

Students from Years 3 to 6 have a morning break from 8:40 am to 9:00 am and a lunch break from 12:00 pm to 12:45 pm.

All breaks and recess times are supervised by facilitators and assistant facilitators based on a roster that is shared on a daily basis by the school receptionist.

SECONDARY SCHOOL

The Secondary School caters for students in Year 7 and above.

Curriculum

Students in Years 7-9 enter the (IB) Middle Years Programme (MYP). ARIS is a candidate school for the MYP.

In Years 10 and 11, the students prepare for the International General Certificate of Secondary Education (IGCSE) examinations.

The curriculum in Years 12 and 13 is based on the International Baccalaureate Diploma Programme (IBDP). This programme is recognized as a university entrance qualification in more than 150 countries.

ARIS actively recruits facilitators with IB experience and invests in their continuing professional development through attendance at appropriate workshops and conferences where they can meet and interact with Diploma facilitators from other schools, and by offering them the opportunity to prescribe to required courses.

School day

Secondary school day starts at 7:50 am and ends at 3:20 pm or at 4:30 pm when there are co-curricular activities.

Students from Years 7 to 9 have a first break from 9:05 am to 9:20 am, a second break from 11:25 am to 11:40 am and a third break is from 12:40 pm to 1:15 pm. Students from Years 10 to 12 have a first break from 9:25 am to 9:40 am, a second break from 11:00 am to 11:15 am and a third break is from 12:35 pm to 1:15 pm.

All breaks and recess times are supervised by facilitators based on the roster shared by the school secretary.

ORGANISATIONAL CHART

The School is headed by the Director with day-to-day management responsibility and is assisted by the Deputy Director. The School's organisational chart is attached hereto as Appendix 1. (work in progress)

Administration

The Administration Manager is responsible for the day-to-day administration of the School and reports to the Director.

He has supervisory powers over the Human Resource Manager , IT Officer and the Facilities & Service Supervisor, the School Physician and Nurses and the Library.

The IT Officer is responsible for the IT needs of the School. He reports to the Administration Manager and oversees the duties of the IT Technical Support Officer.

The Facilities & Service Supervisor is responsible for all the Schools facilities and operations as well as reception reports to the Administration Manager and oversees the duties of the Admin Assistants, Receptionist, Cleaners, Caretakers, Caterers and other service providers.

Finance

The Financial Controller is responsible for the accounting and financial operations of the School and reports to the Director. He has supervisory powers over the Accounts, Stores and Payroll, Purchasing, Financial Aid.

Admissions

The Admission & Marketing Manager reports to the Director and is responsible for the admission of students and the publicity-related issues of the School. He oversees the duties of the Admission & Communication Officer and assistants who reports directly to him.

Primary School

The Head of Primary reports to the Director. He directs the running of the Primary School and is supported by the Vice Head of Primary and the School Secretary. He oversees the Primary Years Programme (PYP) Coordinator.

The PYP Coordinator is in charge of the curriculum throughout the Primary School and supervises the Senior Facilitators as well as the Class or Subject Facilitators and the Assistant Facilitators in the Primary School.

Secondary School

The Head of Secondary reports to the Director and directs the running of the Secondary School. He is supported by the Vice Head of Secondary and his School Secretary.

He oversees the activities of the Heads of Departments and Programme Coordinators.

The Heads of Departments are in charge of the various departments in the Secondary School and supervise the Senior Facilitators as well as the Subject Facilitators in the Secondary School.

Support, Health and Counselling Unit

There is a Support, Health and Counselling unit that oversees Emotional Counselling, Career and Guidance Counselling and the health needs for both the Primary and Secondary Schools

The Career and Guidance Counsellors are responsible for providing resources and guidance which will support students' choice of activities and projects.

The Health unit is made up of the School Physician and Nurses.

The various divisions of the Unit perform separate functions and report to the Head of School and the Administration Manager.

IB Programme Coordinators

The three IB Coordinators are responsible for overseeing the IB programme and reporting directly to the Heads of School. They also follow up with the IB organization on issues relating to school authorization and evaluation. They are responsible for updating Heads of Schools, Director and Facilitators on all curriculum and programme changes and updates. They are responsible for the direct communication with IB organization and submitting all training and documentation needs to the IB.

CAS Coordinator

The Creativity, Activity, Service (CAS) Coordinator are responsible for providing resources and guidance which will support students' choice of activities and projects. The CAS Coordinator supervises the CAS supervisors and reports directly to the Head of School.

Libraries and Multimedia

The Librarians are responsible for the Primary and Secondary Schools Libraries. They report directly to the Heads of School and the Administration Manager and they support the IB Coordinators and Heads of Departments.

SECTION 2 – EMPLOYMENT TERMS, BENEFITS AND RELATED POLICIES

1. LETTER OF APPOINTMENT

- 1.1. The School shall give to the newly engaged employee, a letter of appointment and employment contract stating:
 - a. Job Title;
 - b. Date of Appointment;
 - c. Job Description;
 - d. Gross Salary; and
 - e. Probationary Period.
 - f. And any other entitlements
- 1.2. The School shall also give to the new employee a copy of this Handbook, a copy of the School's Child Protection Code of Conduct and the Confidentiality Agreement as set out in the Appendixes 3 and 4 respectively.

2. PRE-EMPLOYMENT CHECKS

- 2.1. All new employees shall be engaged by the School subject to the production of a police report and certified medical fitness.
- 2.2. All new employees are required to undergo medical examination at a hospital/clinic/laboratory directed by the School and shall produce a medical report to

the School certified by a medical doctor. New employees will bear the cost of the medical examination.

- 2.3. Medical conditions which may affect work performance may lead to re-evaluation of the Employee's suitability for the job.

3. PERSONAL & FAMILY DETAILS/BENEFICIARY OF ENTITLEMENT

- 3.1. The School shall require new Employees to submit personal and family data to the Administration Manager in original and photocopy (original of certificates will be returned after verification and photocopies retained on file) for administration purposes.
- 3.2. The School shall require new Employees to provide to the Administration Manager, the name and address of the beneficiary/beneficiaries he wishes to receive any benefits due from the School upon his death.
- 3.3. In the absence of a named beneficiary/beneficiaries, the School shall pay such benefits to the administrator of the deceased Employee's estate. Payment to the beneficiary/beneficiaries or administrator of the deceased Employee's estate shall absolve the School from all liability to the estate of the deceased Employee.

4. STAFF ORIENTATION

- 4.1. All new Employees shall be required to go through an New Eagle Orientation programme (NEO) to acquaint themselves with the School's policies and procedure, curriculum and assessment, teaching methods and practices among others. During the orientation process, new Employees shall also be provided with details of the rules and regulations of employment for their guidance.

4.2. The School aims at ensuring that the orientation process is as employee friendly as possible. New Employees are encouraged to seek further clarification through their Head of School or the Human Resource Manager.

4.3. The period and programme content for the orientation of new Employees shall be determined by the position to be filled and shall be drawn up by the Human Resource Manager in consultation with the relevant Head of School of the new Employee.

5. PROBATION

5.1. The School requires all new Employees to undergo a probationary period of six (6) months based on relevant work experience and performance of the Employee.

5.2. The probationary period applies to both facilitators and non-facilitators.

5.3. The probationary period is to give new Employees a chance to settle into their new roles and also to allow the School evaluate their overall abilities.

5.4. Unless informed in writing to the contrary, an Employee who has completed such probation shall be deemed to have been confirmed in his job.

5.5. A Probationer who is not served with any written notice to the contrary after the stipulated probationary period shall receive a confirmation letter by the HRM and shall be entitled to benefits enjoyed by other Employees confirmed in their jobs.

5.6. During the Probationary period, either party may terminate the employment agreement by giving two (2) weeks' notice or salary in lieu thereof.

6. HOURS OF WORK

- 6.1. The normal hours of work shall be forty (40) hours a week. Actual hours and work schedule may vary depending on the nature of the work and the discretion of the School.
- 6.2. Regular working hours shall be from 7:30 am to 4:00 pm with one hour lunch break. These may be changed in line with the School's requirements.
- 6.3. Facilitators are entitled to one hour lunch break where there are no scheduled classes or meetings. Non-Facilitators are entitled to one hour lunch break communicated and agreed with the Supervisor.
- 6.4. The working hours for cleaners and gardeners shall be from 7:00 am to 4:00 pm with one hour Lunch Break. Cleaners and gardeners are asked to stay till 5:00 pm and are compensated accordingly in their calculated salary.
- 6.5. The working hours may be arranged by Management depending on the nature and exigencies of an employee's work schedule.
- 6.6. An Employee shall not leave the place of work during the normal working hours without permission from his HOS for facilitators and Facilities & Services Supervisor for non-facilitators.
- 6.7. All Employees of the School shall be required to work such hours as are reasonably necessary during examination periods, visits by other institutions, administrative meetings and/or unforeseen circumstances.

- 6.8. Facilitators may be required to conduct practical work on schedule, organise club activities, community service projects and perform other co-curricular activities outside teaching hours.
- 6.9. The School will be closed on weekends, public holidays and at certain periods during the School vacations, in accordance with a schedule published by the School.
- 6.10. The School shall publish the calendar for each academic semester at least seven (7) days before the semester begins and any subsequent adjustments must be made available at least seven (7) days before the activities sought to be modified.
- 6.11. In view of the long hours sometimes necessary for all Employees, the School has made adequate provision for remuneration in the salary structure.

7. HOLIDAYS

- 7.1. All statutory public holidays as stipulated in any enactment in force or as otherwise directed by the Government shall be observed as a holiday except where the operational requirements of the School demand otherwise.
- 7.2. The School will establish a list of school breaks at the beginning of each Academic year.
- 7.3. Staff are expected to attend scheduled activities including workshops, meetings, events among others at all times including school breaks.

8. TIME AND ATTENDANCE

- 8.1. All Employees shall be conscientious about attendance and punctuality.

- 8.2. All Employees shall be required to attend all mandatory, administratively called meetings, including staff meetings. The Administration shall endeavour to provide reasonable notice of all such meetings.
- 8.3. All Employees with the exception of the receptionist, secretaries, facilitators on roster are expected to be at work between 7:30 am and 4:00 pm even if they have no class to teach. Receptionists, secretaries, facilitators on roster and ground attendants should follow schedule shared by their direct supervisor.
- 8.4. All Employees are required to attend school events as scheduled in the school's calendar including field trips, sport events, musical programs and other extra curriculum activities as the Management of the School may direct.
- 8.5. Upon giving prior notice of at least seven (7) working days to the date of the activity , an Employee may at the discretion of the Management of the School, be excused from attending school events as a result of coursework or personal obligations approved by the Management.
- 8.6. An Employee shall not be late or absent himself from his duties without having first obtained the permission of the Head of School or the Human Resource Manager or any other person authorized to grant such leave of absence.
- 8.7. Any Employee who is late or absents himself from work or any School event without permission shall be warned in writing unless he is able to satisfy the Head of School or Human Resource Manager or the Director that unavoidable circumstances prevented him from obtaining prior permission or notifying the School of his absence.

- 8.8. Any Employee having been warned for irregular attendance on two or more occasions may have his appointment terminated.

9. TEACHING LOAD

- 9.1. The target range for teaching loads is as follows:
- a. Full- time facilitators: in the range of 24 to 25 sixty-minute periods per week.
 - b. Coordinators and Heads of Departments with additional responsibilities may at the discretion of the Director, be allocated a reduced teaching load.
- 9.2. The Director may review all teaching loads in accordance with the needs of the school.
- 9.3. The Director may from time to time reassign Employees.
- 9.4. All full-time facilitators shall be given a minimum of 21 periods.

10. VACATION OF POST

- 10.1. All Employees of the School are required to report all absences to the Head of School and the Human Resource Manager prior to the start of the workday.
- 10.2. An Employee who is absent without permission for more than five consecutive working days shall be regarded as having vacated his post. An Employee who vacates his post shall be deemed to have terminated his appointment without notice.
- 10.3. An Employee whose appointment is terminated in accordance with clause 10.2 above may appeal to the Director and thereafter to the Board of Directors of the School. If

satisfied that unavoidable circumstances prevented him from returning to duty or notifying the School of his absence, the Director or the Board of Directors as the case may be may, at their discretion, reinstate him in the School.

11. HEALTH AND SAFETY

- 11.1. The School has a zero-tolerance approach to all health and safety issues and Employees are encouraged in their own interest, the interest of their colleagues, students and the School at large, to be familiar with and observe precautionary health and safety procedures.
- 11.2. To safeguard the School's property and that of employees and students, the School reserves the right to search, at its discretion, the contents of bags, parcels, other containers and vehicles entering or leaving the School as well as lockers of Employees kept in the School.
- 11.3. The School has a zero-tolerance policy on alcohol, drugs and smoking.

12. BULLYING AND DISCRIMINATION POLICY

- 12.1. The School seeks to promote a workplace and educational environment that is free from discrimination, bullying and harassment, whether based on race, colour, sex, gender identity, age, religion, political affiliation, national or ethnic origin, marital status or disability.
- 12.2. The School will not tolerate discrimination, bullying and/or harassing conduct that affects employment or educational conditions that interferes unreasonably with an individual's work performance and/or that creates an intimidating, hostile or offensive work or school environment.

- 12.3. Any retaliation against an individual who has complained about bullying, harassment and/or discrimination or retaliation against individuals for cooperating with an investigation of such a complaint is similarly unlawful and will not be tolerated.
- 12.4. Discrimination includes, but is not limited to, display or circulation of written materials or pictures that are degrading to a person or group of persons based on race, colour, sex, gender identity, age, religion, political affiliation, national or ethnic origin, marital status or disability or verbal abuse or insults about, directed at, or made in the presence of an individual or group based on race, colour, sex, gender identity, age, religion, political affiliation, national or ethnic origin, marital status or disability.
- 12.5. Bullying means harming and humiliating other workers or school children by virtue of their smaller, weaker, younger or vulnerable position.
- 12.6. Sexual harassment means sexual advances, requests for sexual favours, and verbal or physical conduct of a sexual nature where requests or conducts are made either explicitly or implicitly a term or condition of employment, academic standing, school-related opportunities or as a basis for employment decisions or such advances, requests or conduct have the purpose or effect of unreasonably interfering with an individual's academic or work performance by creating an intimidating, hostile, humiliating or sexually offensive work environment.
- 12.7. An individual who believes that he has been subjected to bullying, harassment or discrimination, sexual or otherwise, has a right to file a complaint with the Head of School and the Human Resource Officer Manager of the School.
- 12.8. An Employee found guilty of discrimination, bullying and/or sexual harassment shall be summarily dismissed by the School.

13. DISCIPLINARY PROCEDURES

13.1. Informal Warning

- a. If an Employee commits his first minor offence he is given a verbal warning by his immediate supervisor or the Head of School or Human Resource Officer Manager. The said verbal warning shall be followed by an email confirmation to the Employee with the Director and Human Resource Officer Manager in copy. Verbal warning could also could also be recorded in the employee's record of service.

13.2. Written Warning

- a. Where the services of an Employee have not proven satisfactory or an Employee commits an offence which does not, in the opinion of the School, merit termination, he may be given a written warning by the HOS and the HRM. Such warning shall be recorded in his record of service.
- b. Before a warning is given, the Employee shall be requested to state in writing to the Head of School or Human Resource Manager answers to the offences or shortcomings which have been alleged against him. After two warnings followed by a third offence or continued unsatisfactory service within a period of twelve (12) months from the date of the last, the School reserves the right to terminate the employment of the Employee concerned.

13.3. Reassignment

- a. Where an Employee's performance is unsatisfactory, the School reserves the right to reassign the Employee. In such instances, the Employee will continue to earn the same salary but his allowances may be reduced and his title may be changed.

13.4. Interdiction

- a. The power of interdicting an Employee shall vest in the Director, provided that, in exceptional circumstances where delay might be detrimental to the interest of the School, such power may be exercised by any person authorised by the Director.
- b. The School may during the period of investigating an allegation of misconduct, the commission of an offence or a breach of any of the provisions of this Handbook or where an action which borders on criminality (except road traffic offences) is brought against an Employee, interdict the employee for a maximum period of six (6) months. During the period of interdiction, the Employee shall be paid half of his salary. In the event of the Employee being exonerated at the end of the investigations, he may be recalled and shall be paid his withheld salary without interest. If after six (6) months investigations are not complete and where the delay is not occasioned by the employer, the School may terminate the Employee's appointment.
- c. Where at the end of the investigations the Employee is not exonerated, the School may terminate or dismiss the Employee depending on the gravity of the offence. In such a case the termination or dismissal may take effect from any day after the conclusion of the investigations. In the event of such termination or dismissal, payments made to the Employee during the period of interdiction shall be deducted from any amounts that may be due to the Employee by virtue of the termination or dismissal of the Employee.
- d. Investigations may be conducted by either the School, the police or any other independent body or persons appointed by the School.

13.5. Termination

- a. Either party may terminate the appointment by giving three (3) months prior notice in writing or in the alternative pay three (3) months' salary in lieu of notice.
- b. The Employee shall be paid accumulated salary and benefits if any, up to the effective date of the termination or resignation. The Employee may be allowed to take his leave prior to the cessation of his employment. Where this is not possible, the benefits in terms of salary and allowances, if any, in lieu of leave shall be paid.

13.6. Summary Dismissal

- a. An Employee may be summarily dismissed if found guilty either by the School or a Court of gross misconduct such as, but not limited to, fraud, dishonesty, negligence, insubordination, drunkenness, smoking, drug abuse, dereliction of duty, sexual harassment, bullying, discrimination, stealing and/or an act which results in financial loss to the School.
- b. The School shall not be obliged to give notice to an Employee when a decision has been taken to summarily dismiss an Employee. In cases of summary dismissal, an Employee shall forfeit salary entitlements, school provident fund benefits and other benefits if any.

13.7. Resignation

- a. An Employee may resign from the employment of the School provided that at least three (3) months' notice or salary in lieu of notice is given.
- b. In cases where an Employee gives notice to resign or terminate his employment, the School reserves the right to pay the Employee his salary in lieu of the relevant notice period in order that the termination or resignation may take effect immediately.

14. GRIEVANCE PROCEDURES AND APPEAL

14.1. The following grievance procedure shall be followed by all Employees at all times:

Step 1

- a. An Employee who has a grievance shall in the first instance take the matter up with his Head of School or Human Resource Manager. This must be done in writing.
- b. The Head of School or Human Resource Manager shall take action on the grievance within five (5) working days of receipt of the complaint.

Step 2

- a. If the matter remains un-resolved the Employee shall present a written complaint to the Director with a copy to the Head of School or Human Resource Manager to review the complaint and to find a solution.
- b. The Director will take action on the grievance within seven (7) working days of receipt of the complaint. The decision of the Director shall be final.
- c. If the complaint concerns the Director, the complaint should be addressed to the Board of Directors who shall take action on the grievance within ten (10) working days.

15. ANNUAL LEAVE

15.1. Annual leave shall at all times be taken during the prescribed school vacation times and at the convenience of the School. Application for leave shall be addressed through the Head of School and Human Resource Manager. For the purpose of calculating leave entitlements, Saturdays, Sundays and Public Holidays shall be counted as non-working days.

- 15.2. Annual leave shall be earned by and granted to all Employees who have served the School for at least twelve (12) months.
- 15.3. All Employees are entitled to annual leave of twenty-one (21) working days.
- 15.4. Annual leave shall not, except with the approval of the Director, be accumulated and every Employee shall be expected to have taken his entire annual leave during the academic year. Employees who fail to take their leave during any academic year shall forfeit their right to such leave or salary in lieu of such leave except such deferment shall have been authorised in writing by the Director prior to the end of that academic year.
- 15.5. On leaving the service of the School, an Employee who has not already taken his annual leave in the year shall be granted commuted earned leave on pro-rata basis.
- 15.6. An Employee who has served the School for one (1) year or more shall, upon leaving the service of the School, be entitled to annual leave in proportion to his period of service in the academic year.

16. SICK LEAVE

- 16.1. All Employees are entitled to sick leave of not more than seven (7) days in calendar year.
- 16.2. Sick leave of more than two (2) consecutive working days may only be granted on the production of a certificate signed by a Medical Practitioner appointed or approved by the School provided that in cases of medical emergency a medical certificate from a registered Medical Practitioner other than the Medical Practitioner appointed or approved by the School, will be acceptable to the School.

- 16.3. An Employee needs not produce a medical certificate if he is absent from work for one (1) day due to sickness or ill-health.
- 16.4. Sick leave will include leave consequent upon injury arising out of and in the course of employment.
- 16.5. Subject to the above, all Employees except those on Probation shall be entitled to sick leave with pay for a maximum period of One (1) month and on half pay for a further period of One (1) month on the recommendation of a Medical Practitioner.
- 16.6. If an Employee is prevented by ill health duly certified by a Medical Practitioner appointed or approved by the School from returning to duty at the end of his annual leave, he shall be regarded as absent on sick leave from expiration of his annual leave.
- 16.7. After forty (45) days of sick leave or any extended period thereof an Employee shall be referred to a Medical Practitioner appointed by the School to attest to their fitness for continued employment. Thereafter an Employee's appointment may be terminated on medical grounds.
- 16.8. An Employee who has a poor record of attendance due to sickness shall be required to satisfy a Medical Practitioner appointed by the School as to their fitness for continued employment.

17. CASUAL/COMPASSIONATE LEAVE

- 17.1. The School may make an allowance for casual/compassionate leave during the academic year to cater for personal emergencies such as death of spouse, parent. Child or sibling. Such leave shall not exceed three (3) working days.

- 17.2. Casual leave shall be for a maximum period of three days and shall be regarded as a supplement to annual leave and is intended only to cover urgent private and personal matters. The onus of proof of the genuineness of the reason for such leave shall be strictly on the Employee in every case.

18. MATERNITY LEAVE

- 18.1. Where a female Employee becomes pregnant, she shall be granted twelve (12) weeks' maternity leave on full pay. Of this leave, six (6) weeks if possible may be taken before confinement on the production of a certificate by a Medical Practitioner stating that her confinement may be expected to take place six (6) weeks after the date of the certificate.
- 18.2. Where the Maternity leave falls within the school break, the school break shall be counted as part of the maternity leave.
- 18.3. No female Employee shall be entitled to any payment of salaries and allowances during maternity leave unless she shall have been in the service of the School for a period of at least twelve (12) months.
- 18.4. Any female Employee returning to duty after maternity leave shall be given the opportunity of a period of not more than twelve months to nurse her baby for one hour each working day.

19. WORKMEN'S COMPENSATION

- 19.1. In the event of an Employee sustaining an injury in the course of his employment, compensation to such an Employee shall be determined in accordance with the

Workmen's Compensation Act of Ghana, 1963 or any modifications or amendments thereof.

20. REMUNERATION

- 20.1. Salaries shall be paid into Employee's bank account by the 28th day of the month or the next working day except at Christmas and other special occasions where alternative arrangements shall be made.
- 20.2. Pay slips shall be collected from the account office before the end of the month.
- 20.3. Only normal and statutory deductions and payments are to be recovered as follows:
- a. Repayment of salary advance, loans or other advances;
 - b. Deductions under the National Pensions Act, 2008 (Act 766);
 - c. Deductions under the School's provident fund scheme
 - d. Pay as you earn (PAYE);
 - e. Recovery of over-payment of salary;
 - f. Other debts guaranteed by the School; and
 - g. Other deductions on request/court orders.
 - h. Staff Welfare
- 20.4. Apart from the deductions specified above, no other deductions may be made from the salary of an Employee without his prior written consent.

21. SALARY ADMINISTRATION

- 21.1. An Employee shall draw the salary of the grade to which he is appointed from the date of his appointment thereto, and, subject to approved service, any annual increment in his salary shall accrue on the 1st day of the academic year, provided that in the case of a

new entrant he shall have served in the School for a period of not less than 6 months prior to the date of the increment.

21.2. Increments in the salaries of Employees shall require the sanction of the Director.

21.3. All Employees shall be paid in accordance with the School's salary scale.

21.4. The annual notice of salary increments, if any, shall be communicated to the Employees and shall take effect from 1st day of the academic year.

22. PROVIDENT FUND

22.1. The School has a contributory 3rd tier Provident Fund Scheme details of which are provided in Appendix 5.

22.2. This Scheme is optional for all Employees of the School.

23. HALTING AND TRANSFER ALLOWANCE

23.1. Where an Employee travels outside his duty post on duty, the School may either:

- a. reimburse the full cost of the employee's transport, meals and accommodation selected by the school, provided they are supported by genuine receipts; or
- b. give the Employee per diem to cover transport, meals and accommodation selected by the school, which sum must be accounted for on his return and supported by genuine receipts.

24. SCHOOL TRIP

- 25.1 All Employees are required to comply with the School's policies on school trips and to complete the School's Trip Logistic Checklist (Appendix 6), General Purpose Roster (Appendix 7) and Risk Assessment form (Appendix 8) before embarking on any field trip in the course of their employment.
- 25.2 All Employees assigned to the trip must endeavour to attend. Absenteeism without prior approval by the HOS and the HRM may lead to a written warning.
- 25.3 All assigned Employees are required to comply with the approved trip schedule and form.

25. FREQUENCY OF LOAN

- 25.1. Provided the School has sufficient funds, the School may provide loans to Employees who apply for same and provided such an Employee is confirmed and has served in the employment of the School for at least one (1) year.
- 25.2. An Employee can apply and the School may grant a loan worth not more than three months' gross salary.
- 25.3. Such loans shall be without interest and repayment shall be deducted at source by the School within a period of one academic year.
- 25.4. No further loans may be granted to an Employee if a previous loan granted by the School has not been paid in full.

26. SALARY ADVANCE

- 26.1. Salary advance in the sum of Employee's half month gross salary (1/2) only may be granted to Employees to enable them meet pressing commitments.

26.2. Salary advance may only be granted to confirmed Employees who have served the School for at least twelve (12) months.

26.3. Salary advance granted shall be interest-free and recovered in full at source from the Employee's next salary.

27. BEREAVEMENTS

27.1. If a serving Employee of the School dies, the School may donate some money to the bereaved family.

28. SCHOOL PROPERTY

28.1. All Employees must maintain their work environment in a clean orderly fashion and follow all School rules to ensure its proper use and maintenance.

28.2. Any Employee who is found to have neglected or misused the School's property will be subject to disciplinary action up to and including termination. If an Employee's misuse of the School's property damages the property, the School reserves the right to require the Employee to pay all or part of the cost to repair or replace the property.

28.3. Misappropriation of the School's property is grounds for immediate termination and possible criminal action.

- 28.4. No Employee may use the School's property for personal use unless specific permission has been granted by the Administration Manager. If such permission is granted, the Employee will be responsible for the care and return of the property.

29. EVALUATION GUIDELINES

- 29.1. There shall be a performance evaluation to assess the Employees' strengths or weaknesses in the performance of duties at the end of each academic year.
- 29.2. A performance evaluation report providing a record of how well an Employee is doing his job will be produced to enable Management make objective decisions about probation period, promotion, suspension of contract, salary advancement and determine the needs for training and professional development of Employees.
- 29.3. The initial performance evaluation for all Employees will be done at the end of the fifth (5th) month of the probationary period. In the probation performance evaluation, the supervisor will recommend confirmation of employment or termination of employment.
- 29.4. Every Employee shall be expected to participate in the performance review with his supervisor and to seek feedback from their supervisors and participate fully in any performance related discussion. Supervisors are responsible for setting up the review.
- 29.5. Supervisors are urged to discuss progress with the Employee on a regular basis, regardless of whether there have been performance issues.
- 29.6. If an Employee has more than one individual to whom he reports, all of the Employee's supervisors will have input into the performance evaluation process.

- 29.7. A copy of the performance evaluation report will be kept in the Employee's personnel file with the School.
- 29.8. Where Employees, despite relevant training and support given them, do not meet the standards expected for the position, the School, supported by documented performance review processes, has the right of termination.

30. TRAINING AND EDUCATIONAL SUPPORT

- 30.1. The School recognises training as essential to enhanced productivity and shall develop relevant training programmes to ensure efficiency as and when deemed necessary. Training needs shall be constantly reviewed in-line with changing requirements.
- 30.2. The School may also consider an Employee's request for study leave to enable him attend a training course which will render him more competent in the performance of his duties.
- 30.3. An Employee who successfully completes a School sponsored programme of training and development shall be automatically under bond to serve the School for a specified period or in lieu refund to the School, the cost incurred plus interest at the Bank of Ghana rate of interest. The following structure for serving the bond shall apply:
- a. Amount spent up to \$ 500.00 1 year
 - b. Amount spent between \$600.00 to \$ 2,000.00 2 years
 - c. Amount spent between \$2,001.00 to \$ 3,000.00 ... 3 years
 - d. Amount spent above \$3,000.00 ... 5 years

30.4. In the event of not serving the full bond period the Employee shall refund the proportionate cost involved as per the School's training bond.

31. EDUCATIONAL BENEFITS FOR CHILDREN OF EMPLOYEES

- 31.1. Eight (8 %) of the fee-paying student population shall be reserved for the children of faculty staff and Management.
- 31.2. To qualify for the Employee quota, the Employee, who must be a faculty staff or part of Management shall have completed one year continuous service in the School.
- 31.3. The educational benefits for children of Employees shall be determined by the Board of Directors of the School in accordance with the School's Facilitator Fee Policy which is attached as Appendix 9.

32. FORCE MAJEURE

- 32.1. Force Majeure shall mean any event or circumstances which is beyond the control of either party and which results in or causes the failure of that party to perform any of its obligations under this Handbook, due to: acts of God which, or the results of which could not have been prevented by reasonable care, act of a public enemy, declared or undeclared war, threat of war, terrorist act, blockade, revolution, riot, insurrection, civil commotion, or public demonstration.
- 32.2. The parties will not be liable for default and or delays due to cases of Force Majeure, provided that no negligence or fault or misconduct is imputable to the defaulting party invoking the said Force Majeure.

32.3. The concerned party shall promptly notify the other party upon the occurrence of an event of Force Majeure.

32.4. In any and all events, the party invoking the Force Majeure will undertake all appropriate, necessary and reasonable measures and/or actions to cure such Force Majeure, and the parties will negotiate in good faith, if need be, a possible amendment to the present Handbook to be adopted in light of the Force Majeure circumstances.

32.5. In the event that the force majeure event persists for more than twelve (12) weeks, either party may be at liberty to terminate this Handbook.

33. STATUS OF THE HANDBOOK

33.1. Where there is conflict between any of the provisions of this Handbook and the Employees contract of employment, the provisions of the employee's contract of employment shall take precedence over the provision of this Handbook.

34. APPENDICES TO THE HANDBOOK

34.1. The appendices to this Handbook constitute an integral part of this Handbook and shall have the same force and effect as if expressly set out in the body of this Handbook.

35. AMENDMENT

35.1. The Board of Directors of the School reserves the right of adding to, amending or cancelling from time to time, as may be deemed necessary, this Handbook or any part thereof.

SECTION 3 – STANDARD CODE OF CONDUCT

A. INTRODUCTION

This Code of Conduct (hereinafter referred to as the “Code”) is intended to guide the conduct of all Employees of the School. It aims at protecting the reputation of both Employees and the School as well as protecting the rights and interests of children and young people involved in the School.

Employees must take note that the School’s mission and values govern all of its undertakings. This code of conduct set the minimum standard of professional and ethical behaviour which all Employees are expected to follow when within or representing the School and in all honesty and integrity.

B. RESPONSIBILITY OF EMPLOYEES AND THE SCHOOL

It is the responsibility of all Employees to ensure that:

- a. They read, understand this Code and consider the issues which it raises;
- b. It is the duty of the School to ensure that all Employees are aware of the content of this Code.
- c. Reference to this Code will be made in all Contracts of Employment and copies will be given to all Employees.

- d. A breach of any of the provisions of this Code will lead to disciplinary sanctions and in some instances, termination of employment or summary dismissal.

C. EXCLUSIVITY OF SERVICE

- a. All Employees shall not carry on directly or indirectly any business similar to or in competition with the business of the School, its subsidiaries or associate companies.
- b. An Employee shall not, without the written consent of the Director undertake any employment or engagement which might interfere with the performance of their duties or conflict with the interests of the School.
- c. It shall be the responsibility of all Employees whether on full time or part time basis, to notify the Director of any employment or engagement which they intend to undertake whilst in the employment of the school.

D. GENERAL CODE OF CONDUCT

The following activities are contrary to the School's code of conduct:

- a. Any act of an Employee that is deemed unlawful under the laws of Ghana;
- b. Any conduct considered discriminatory to an individual or group of people on the basis of race, colour, sex, gender identity, age, religion, political affiliation, national or ethnic origin, marital status or disability;

- a. Fighting, alcohol, doing drugs, smoking, gambling, betting or participation in lotteries during working hours or on the premises of the School;
- b. Reporting to work under the influence of alcohol or other intoxicants;
- c. Any other acts which will be considered as illegal or contrary to ethics as per the relevant provisions of the Labour Act of Ghana, 2003 (Act 651).
- d. Employees shall not get engage in any form of message or WhatsApp communication with students.
- e. Employees shall not take gifts nor loans from parents of students.

E. WORK RELATED CODE OF CONDUCT

- a. Each Employee is to spend his working hours effectively and efficiently by performing the proper tasks safely, competently and in a timely manner and demonstrating an awareness of priorities.
- b. Each Employee is to comply with the School's policies and procedures.
- c. Each Employee is to cooperate with reasonable requests from co-workers.
- d. Each Employee is to perform reasonable job duties, even if not part of the job description, as assigned by Management.
- e. Each Employee is to safeguard his personal as well as the School's property;

- f. Each Employee is to maintain appropriate work place behaviour that fosters collegiality and team work. Without these qualities, the School cannot achieve its goals in an effective and efficient manner.
- g. Each Employee is to utilize internal resources to resolve employment problems (discussion with supervisor, department heads, human resources, grievance process, etc.).
- h. Each Employee is to know the fiduciary duty associated with the School's employment and to perform the duties accordingly; conduct that conflicts with the interests of the School will not be tolerated.
- i. Each Employee is to maintain appropriate behaviour and decorum while representing the School at events or performing any function on behalf of the School.
- j. The quality of services and products delivered by the School is driven by the quality of life of the Employee providing the service or product. Working to foster a civil workplace includes, but is not necessarily limited to, the following:
 - i. Each Employee is to respect the rights of others (for example, not to threaten or to endanger any person's life or health, either deliberately or through carelessness);
 - ii. Each Employee is to be courteous towards other Employees and visitors. Disruptive, discourteous and/or insubordinate conduct will not be tolerated;
 - iii. Conduct that causes or threatens harm to others or that constitutes persistent, unwanted behaviours will not be tolerated.

F. DRESS CODE

- a. Employees must be appropriately dressed at all times.
- b. The following shall not be acceptable for a female Employee of the School:
 - i. Mini or micro skirts or shorts;
 - ii. Dresses above knee length;
 - iii. See-through tops;
 - iv. Slippers.
 - v. Or any other inappropriate attire
- c. The following shall not be acceptable for a Male Employee of the School:
 - i. Bicycle Shorts;
 - ii. Tight pants;
 - iii. Sleeveless shirt;
 - iv. Sandals and slippers;
 - v. Or any other inappropriate attire.
- d. All Employees of the School must dress decently and must maintain at all times a well-groomed hair and beard.

G. HEALTH AND SAFETY

- a. All Employees must take care of their personal hygiene, safety and welfare, and that of other persons who may be affected by their acts or omissions.

- b. All Employees must comply with the requirements of the School Health and Safety policy and relevant legislation and regulations, and also ensure that pupils do likewise.
- c. All Employees must familiarize themselves with the fire precautions and procedures of the School and ensure they are perceived by students as an essential precaution to prevent risk of injury or fatality.
- d. In the interest of good health for all Employees, pupils and visitors, smoking is not permitted in the office or any part of the School's premises.

H. MEDIA

- a. Other than on matters of publicity, only the Director of the School and the Admission and Marketing Manager are authorised to speak or send any communication on behalf of the School to members of the press or broadcast media. This decision is to avoid any embarrassment or unfair pressure on an Employee.
- b. This authorisation may be extended by the Director to other Employees.

I. COPYRIGHT

- a. All Employees acknowledge that the School owns the copyright in all teaching and educational materials created by an Employee while employed at the school.
- b. All Employees shall observe copyright laws in respect of teaching and non-teaching materials on computer software, audio-visual and printed material.

- c. All Employees shall be required to use only electronic devices, gadgets or equipment provided by the School when using any of the School's software programmes (Seasaw or ManageBac).
- d. Videos and pictures taken by Employees using electronic devices, gadgets or equipment provided by the School are only to be only used and uploaded on Seasaw or ManageBac.

J. DATA PROTECTION

- a. It is the responsibility of all Employees to ensure the School's compliance with the Data Protection Act, 2012 (Act 843).
- b. Personal data must only be used to assist an Employee to carry out his work and must not be given to people who have no right to use it.
- c. All Employees should maintain the security of all computerised databases of information on individuals, whether they are Employees, pupils or members of the general public.
- d. Please refer to the ARIS Privacy Policy (Appendix 10)

K. ADMINISTRATIVE DUTIES

- a. All facilitators shall maintain and properly complete a register for all classes on the relevant school software(ISAMS). The attendance register for each preceding week must be sent automatically via ISAMS to the School Secretary before 9:00 am daily.
- b. In order to ensure safeguards both for Employees and students, all Employees must obtain permission from the HOS;

- i. before taking students off the School premises;
- ii. before arranging for any visiting speakers;
- iii. before incurring any expenditure on behalf of the School.

L. CONFIDENTIALITY

- a. All Employees shall maintain the appropriate levels of confidentiality with respect to student and Employee records and other sensitive matters in accordance with the Confidentiality Agreement of the School as attached to this Handbook as Appendix 4
- b. Information acquired in the course of employment must not be used for individual benefit. Access to confidential information does not carry with it personal benefit or advantage but imposes an obligation to keep such information confidential and to use it solely in the interest of the School. When in doubt Employees should treat information in the strictest confidence and consult with their immediate supervisor or head of department or Director.
- c. All Employees are to endeavour not to discuss issues of particularly sensitive matters within the School community which could cause distress to an Employee of the School, pupils or parents.

M. USE OF ILLEGAL DRUGS AND ALCOHOL

- a. The use, manufacture, sale or distribution of illegal drugs, or working under their influence on School's premises or while performing any function on behalf of the School is strictly forbidden and is grounds for summary dismissal.
- b. Alcohol shall not be consumed during work hours. No Employee shall work under the influence of alcohol no matter where it is consumed. An Employee found in possession of alcohol or under its influence during work hours is subject to summary dismissal.

THIS SECTION IS TO BE PRINTED FOR PERSONAL FILE

DECLARATION

I _____ of _____ hereby declare that I have read through my contract of employment, including the Human Resource Handbook and fully understand what is required of me. I promise to discharge my duties diligently.

Dated in Accra this..... day of _____

Signed:.....

Witness
.....

Signature:
.....

Name
.....

Address
.....

Position
.....

This Handbook is the property of the School and may not be reproduced or released to third parties.

The School reserves the right to alter this Handbook at any point in time, without notice.

Violation of any of the provisions of this document could result in disciplinary action, including termination or dismissal.

APPENDIX 1

ORGANOGRAM

(should be completed by end of first semester)

APPENDIX 2

SALARY SCALE

(should be completed by end of first semester)

APPENDIX 3

CHILD PROTECTION CODE OF CONDUCT *(available on portal)*

APPENDIX 4

THE CONFIDENTIALITY AGREEMENT *(available on portal)*

APPENDIX 5

(PROVIDENT FUND)

APPENDIX 6

LOGISTICS CHECK LIST

(updated version should be completed by end of first semester)

APPENDIX 7

GENERAL PURPOSE ROSTER

(updated version should be completed by end of first semester)

APPENDIX 8

RISK ASSESSEMENT FORM

(updated version should be completed by end of first semester)

APPENDIX 9

(FACILITATOR FEE POLICY)

APPENDIX 10

ARIS PRIVACY POLICY *(available on portal)*