

**HR Policy****Introduction**

SSIS, Abu Dhabi is committed to providing holistic and quality education to its student population. The academic staffs at our school are passionate about their profession, innovative in their pedagogy and well informed in the areas of their expertise. They are our asset. We work together, we grow together and we achieve our goals together. As an academic staff of our group, we value your judgement to join our team. You will be looked up to with great expectations by all the stakeholders – students, parents, staff, officials, management and the society at large. Hence, remember to honour the school motto: “Knowledge Illuminates Life. Honesty is a virtue much desired. Hence, always do the right thing, at the right place and right time.”

As a member of the SSIS team you are expected to keep the following golden rules always in your mind.

- 1) UAE is a country of great opportunities, advancement and challenges. Islam is the religion of the country and Arabic the official language. Whilst in the UAE, you must not indulge by word or action in any mode of communication that undermines the glory of the host country and its religion. All expatriates are required to fulfil legal obligations before entering into a job. Status of employment visa, medical fitness, Emirates Identity Card, labour card / work permit, and your passport must always be kept updated.
- 2) Protocol: It is essential for all employees to strictly follow the protocol of the office. The School's Organization Chart displayed across should serve as a guide to maintaining the hierarchy of communication.
- 3) Punctuality and Regularity: Make it a point to reach the office / school on time every day. Devote your time completely to your work during office hours. Do not forget to register your attendance (in and out – written and electronic) every day.
- 4) Dress appropriately: Always wear neat and ironed formal clothes while on duty. Your sense of clothing speaks volumes about your personality. Keep the ideology of the land and the school in mind while deciding on your dress for the day.
- 5) Be professional: Your dealings with the students and staff should be highly professional. You must build a positive attitude toward the school and its work. Everything related to your work is your business. You will be assessed and evaluated for your performance. So take your job seriously and discharge your duties diligently.
- 6) Respect and Courtesy: SSIS hires men and women of divergent caste, creed and religious backgrounds. It is mandatory to treat one another with great respect and courtesy. Similarly, the student population also has diversity. They should also be treated as such.

Induction into Service:

**HR Policy****Policy Statement**

SSIS believes that all new employees must be formally inducted into their services. Induction is vital to an employee's recruitment and integration into the working environment. This policy, associated procedures and guidelines define our commitment to ensure that all staff are trained, guided and supported during their period of service with us so as to work and grow together.

Recruitment Policy:

Every employee is appointed on the basis of his / her competence in the area of expertise, adequate experience in the field and conformity with all the legal requirements of Labour and Immigration Ministries in UAE. An offer of a job made by the school does not guarantee appointment if the legal requisites are not met satisfactorily. Steps to appointment:

1. Manpower Requisition:

- Identification of any open or new position triggers the need to fill a Manpower Requisition Form (MRF).
- The MRF for replacement positions is filled by the Head of Department (HOD) and submitted to HR.
- For new positions, HR fills the MRF and submits it to the Principal and Operations Director for approval.

2. Position Confirmation and Recruitment:

- Once the position is confirmed, HR initiates the screening and sourcing process for the agreed open position.

3. Recruitment Phases:

Recruitment is conducted in four main phases:

- Phase 1: Telephonic Screening by HR.
- Phase 2: Academic Interview by the relevant Head of Department.
- Phase 3: Demo Lesson conducted at the school.
- Phase 4: Final Panel Interview.
 - For middle leadership positions and above, an additional Competency Interview is conducted before the Final Panel Interview.

4. Offer Stage:

- If the candidate meets the expected performance standards and recruitment policy requirements, an offer is extended.

5. Document Submission:

- The candidate submits attested copies of the following:
 - Academic certificates (including Ministry of Foreign Affairs (MOFA) attestation)
 - Equivalency certificate
 - Valid teaching license
 - Passport copies
 - Color photograph

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6. ADEK and Labour Department Applications:

- Application is submitted to ADEK for approval and No Objection Certificate (NOC).
- Application is submitted to the Labour Department for additional approval.

7. Visa Process:

- School-sponsored candidates: HR approaches the Immigration Department for visa processing.
- Non-school-sponsored candidates: Called directly for appointment.

8. Medical and Residence Procedures (for school-sponsored candidates):

- Candidates complete a medical fitness test.
- After passing the test, they apply for an Emirates ID and obtain a residence permit.

9. Appointment:

- Candidates are appointed after fulfilling all necessary requirements.
- School assigns an Employee Code for marking attendance via both written and biometric systems.

10. Induction and Monitoring:

- New staff undergoes induction, are mentored, and monitored.
- Performance assessments are conducted regularly.

11. Commencement of Service:

- The staff's journey of service begins following successful completion of the recruitment and induction process.

Labour Contract- An employee will be under limited contract for the period of 2 years according to the Federal rules of Ministry of Labour and Emiratization. An employee is required to give 3 months' notice or Notice as per agreed and signed labour contract for the breach of Contract. In case of exit without serving notice, staff must pay of the gross salary as per the notice period months.

Induction & Onboarding:

Induction Officer:

The Principal of the school will be the chief inducing officer. He/She will initially introduce you to other officials in the hierarchy and brief you on the goals, expectations, culture and the nature of duties to be discharged. This will enable you to settle into the job comfortably and become a goal oriented and efficient member of the staff.

HR Induction:

The HR department will organize and conduct an induction program for new employees upon their joining the school. This session will comprehensively cover the school's vision, mission, values, as well as its policies and guidelines, all of which are in alignment with ADEK standards

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Academic Induction

As part of on boarding process, we do academic induction for the new staff. It includes orientation to the SSIS's culture, policies, procedures, resources as well as support in academic and social integration.

Induction Checklist (To be completed by respective HOD and the concerned teacher)

The Induction checklist will help you to ensure that information has reached you regarding most of the matters that concern your service. The Principal and your Manager will be pleased to answer any queries you may have with regard to your work.

Areas of General	Complete
1. Introduction to colleagues	
2. Vice Principal/Academic Coordinator / HODs/HR Induction	
3. General layout of the school - entrances and exits	
4. Information on hours of work / time table	
5. Reporting in when sick including when on leave	
6. Obtaining reference book	
7. Health and safety information / policy	
8. Fire fighting procedure / policy	
9. Child protection policy	
10. Arrangement for lockers, keys, passes, ID Badge etc.	
11. Dress code and Code of conduct	
12. Disciplinary & Grievance procedures	
13. Means of advancement/ promotion opportunities	
14. Employee appraisal / review system	
15. Handling Complaints	
16. Pay and other benefits	
17. Terms and Condition of employment	
18. Academic Induction	

Allocation of Buddy: A peer is allotted as a buddy to the new joiner to support him/her in initial 6 months.

Continuous monitoring and support is provided to the new joiner by the Head of Department and Head of section during the period of probation to settle down and get well verse with the school guidelines and processes.

In line with the School Staff Induction Policy, all new staff will have a review of their induction after three months and six months, with their line manager/mentor. Please set dates of the reviews and record them on this document below.

Regular one on one sessions are conducted by the Head of department to review , monitor and support the new staff.

List of Evidences to be provided for probation clearance:

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1. Minute of Meeting - I
2. Training Plan (CPD)
3. PD training evidence
4. PD Feedback
5. Peer Observation form + Feedback
6. Lesson Observation forms with the teacher's signature.
7. Induction Checklist
8. Probation Document signed and approved by the Head of Department, Head of section, Principal and HR Manager.

Probation

Except in the case of a purely temporary vacancy or leave vacancy or for a specific post of temporary nature, every employee shall on initial appointment be on probation for a period of 6 months from the date of his/her joining. Services of an employee on probation may be terminated by the Management by giving a notice of 15 days.

Confirmation

- 1) If the work and conduct of an employee during the period of probation are found to be satisfactory, he/she will become eligible for job confirmation.
- 2) The employee shall be informed of his/her confirmation by the end of the probation period. However, if no intimation is made with regard to termination of service, the service of the employee will be deemed to have been regularized and confirmed for the period indicated in the Labour Contract.

Renewal of Contract

The Labour Contract between the school and the employee may be renewed mutually if the Management is satisfied with the performance of the staff during the preceding period of contract and desires to retain his / her services. However, if either of the parties does not intend to renew the Labour Contract, it will express its intentions in writing at least three month prior to the date of expiry of the Contract.

Resignation

If an employee at any time after confirmation of service intends to resign, he/she shall give two months' notice in writing. In the absence of the notice period, gross salary including all allowances, recovery of any cost incurred will be deducted. Mid Academic year resignations are not accepted. ADEK releases will be done by end of the academic year only.

Termination from Service

1. The Management shall have the authority to terminate the services of a confirmed employee on any of the following conditions:
 - a) Unsatisfactory performance over a period of time.
 - b) Long unauthorized absence.
 - c) Unsatisfactory conduct arising out of disciplinary proceedings.
 - d) Failure to update professional competency after two written warnings.

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2. The Managing Committee shall also be able to terminate the services of a confirmed employee in case of Redundancy and Retrenchment by giving notice as per labour contract in writing or by paying salary as per the agreed notice.

Exit policy

- 1) On leaving, the Institution will recover from you any money due to the school. If you leave School without giving adequate notice and without the Institution's agreement, you are in breach of your contract and you may forfeit some or all of any salary due to you. Before leaving, you must hand over to the Line Manager all documents/articles belonging to the School, including your ID badge and any documents, equipment and software developed by the school. Documents and software include (but are not limited to) laptops / tablets, health insurance, correspondence, diaries, address books, databases, files, reports, plans, records or any other medium for storing information. You should not retain any copies, drafts, reproductions, extracts or summaries of documents and software. Should you be dismissed for reasons of gross misconduct, your employment will be terminated immediately without the benefit of notice or payment in lieu of notice.
- 2) You need to submit a No Dues Certificate (NDC) to the School Accounts Department in the prescribed format available from your Supervisor for the settlement of your dues.
- 3) The No Dues or relieving form must be completed by the staff member who should then and get it signed by each department after completing the necessary handover.
- 4) First the HOD shall confirm the handover from the staff member and then with the approval of the section supervisor, the staff must collect the signed release from each department such as store(after handing over the ID proof and other materials). Similarly dues clearance from HR, Administration, ADEK, IT, Accounts and the Principal needs to be completed on the last working day or the day before.

Superannuation

Every academic and non-academic staff member shall retire from service on attaining the age of 60. If the date of superannuation falls during the academic session, the concerned employee will retire at the end of the academic session. However, if the date of superannuation falls closer to the due date for renewal of the Labour Contract / visa i.e. less than six months, then the Labour Contract / visa will not be processed. Exempting an employee from this policy will rest exclusively on the discretion of the Management will only be permitted if the employee has a record of being graded 'Outstanding' consecutively in the last five years and further provided that he / she enjoys good health and could still be of paramount service to the school. Such an exception will run for a year and be reviewed. In any case, an exemption to the date of superannuation will not go beyond two extensions i.e. until attaining the age of 62.

Working Days and Working Hours

1. The working days and holidays will be applicable as per the rules of the school and the Ministry of Education, UAE.
 2. The working hours will be from 7.15 a.m. to 3:15 p.m. Normal working days run Monday to Thursday, Friday is a half day
- . However, for the purpose of professional training and development programs, an employee may be required to attend school beyond these hours and at weekends.

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3. Working hours are different for teaching and non-teaching staff.
4. As and when required, an employee may be assigned any special duty even if it is to be done beyond the normal working hours in the interest of the school.
5. An employee is also required to conduct and organize co-curricular programs and perform other duties beyond the normal working hours, not exceeding 48 hours of total duty period in a week.

Attendance of Employees

1. Every employee is expected to reach the school punctually and mark their attendance by punching in and punching out via the Bio-Metric Time and Attendance System.
2. An employee who has not punched in as above is liable to be considered absent from duty for that date.
3. Penalties may apply on late reporting or early departure. Application must be made to the Head of section and HR Department in genuine cases such as the late arrival or early departure of school employed buses.

Gratuity

Gratuity is payable as per the UAE federal law.

Availing Leave – Points to note:

1. Types of leave mentioned below are applicable to those continuing their service for or one academic year or more i.e. April to March.
2. Leave cannot be claimed as a matter of right.
3. No leave is granted to those on probation.
4. Granting of any leave shall depend on the exigencies of the situation and shall be at the discretion of the Principal.
5. Except in unavoidable circumstances, applications shall be made in advance and in writing. An email giving reasons should reach the Principal on the day of absence.
6. Merely applying for leave does not mean it's sanctioned.
7. Check on the status of your leave with your section supervisor/Vice Principal / Principal.
8. Leave form must be submitted in writing on the next day of re-joining post leave to Head of section for approval.
9. Human resources department will mark LOP in case of non-submission of leave form.

Annual Leave

Employees on Teacher contracts are entitled to annual leave during the summer break as outlined in the School calendar. All leave days are agreed yearly and issued as per the ADEK approved school calendar. Attendance at all NWID is mandatory. Failure to attend NWID days will be classed as leave without pay and may be subject to disciplinary action, unless a valid reason is provided, or the employee is absent for medical reasons. Annual leave cannot be carried forward to the next academic year.



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Employees, who have completed 180 days or more of employment and have cleared probation, are eligible for annual leave on a pro-rata basis.

New employees on probation are not entitled to any leaves during the probation period. No employee shall take his or her annual leave during the teaching days, but he/ she shall take it during the summer holiday.

The summer holiday shall be calculated for employees of the school at the end of the school year from the date of joining of employee.

Any Annual leave or other leave cannot be carried forward to the next academic year. Teaching staff are required to be present on the first as well as last day of term. Failing to do so may result in holiday pay being forfeited.

Sick Leave

When an employee falls ill, they shall notify their Head of Section on the day of absence, by 6:30am on the day of leave via email. Sick leave will be confirmed by the Head of Section and HR.

The employee shall not be granted sick leave during the probation period. The eligibility to normal sick leave during a service year shall be as follows:

- The first fifteen (15) calendar days with full pay
- The next thirty (30) calendar days with half pay
- Any subsequent period beyond forty-five (45) calendar days without pay

Employee will be required to submit a HAAD certificate in case of sick leave.

All non-urgent medical appointments need to be scheduled on non-working days or after stipulated work hours.

Any leave for more than six days shall be approved by the medical committee in the Ministry of Health. During the period of paid sick leave, whether with full or half pay, employees will receive their Basic Salary and all monthly cash allowances.

Weekly or public holidays falling just preceding or following sick leave will not be included in the count of sick leave. However weekly and public holidays falling between the commencement and resumption of duty, will be counted as a part of sick leave.

Sick leave is generally granted to employees for their sickness while staying within the UAE. In the cases of an employee proceeding outside the UAE for either hospitalization or treatment certified by a medical practitioner or a hospital, the management may consider the granting of sick leave upon recommendation of the Principal.

In case of an employee falling sick after the commencement of their annual leave then this period shall be considered as annual leave until his / her original date of return to work, further absence shall be considered as sick leave.

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Pay during sick leave shall not be made if sickness resulted from misbehaviour of the employee such as consumption of alcohol or narcotics.

During the annual leave or sick leave, the employee shall not work for another employer; however, proved upon the school management has the right to terminate the service of employee without notice, and to deprive him / her of the leave pay due to the employee.

Maternity Leave

Entitlement and administration of maternity leave will be in accordance with the provisions of the Labor Law.

Married female employees are entitled to maternity leave provided the Employee has served a minimum of 6 months continuous employment prior to taking the leave.

- 45 calendar days leave with full pay as per the UAE Labor law
- 15 calendar days with half pay as per the UAE Labor law

The leave must be taken as one continuous period which includes the date of delivery and starts not more than 10 calendar days before the expected due date. Where a shorter period of employment has been served prior to taking the leave, the Employee is entitled to 45 calendar days leave with half pay.

During the period of paid maternity leave, whether full or half pay, employees will receive their Basic Salary and all monthly cash allowances. The maternity leave period is effective from the first working day the employee is absent from work. Upon giving birth the employee is required to provide the school with confirmation of the birth from the hospital. Following the forty-five days paid leave an employee is entitled to a further forty-five calendar day's unpaid leave either consecutive or non-consecutive providing that they have a medical certificate to confirm the need for extra time off.

The medical certificate must be for issues arising due to the birth.

All other absence must be treated as Sick Leave.

Any period of maternity leave is not to be deducted from any other leave, be it Public Holidays, summer, winter or Spring breaks. Any unpaid leave does affect the End of Service Gratuity but does not affect accrued summer leave pay.

If the Employee becomes pregnant, she should inform her Principal/Line Manager and the HR Department in writing of her pregnancy as soon as it is reasonably possible. She should also communicate the date on which she intends to commence maternity leave to the HR/Principal/Line Manager, giving at least 60 days' notice. It is illegal for an unmarried woman to become pregnant in the UAE.

If the Employee is unmarried and becomes pregnant, the Employee's contract immediately becomes null and void.

Paternity leave

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Married male employees are entitled to paternity leave provided the Employee has served a minimum of 6 months continuous employment prior to taking the leave.

Married male employees are entitled to 3 days paid paternity leave.

Parental leave

Employees (mother or father) shall be eligible for a paid parental leave for a period of five working days to care for their child. This must be taken within the first six months of the child's birth. If the employee is still within the probation period, the leave will be at half pay.

Return for duty from leave

Teaching staff leaving the country during holidays will be expected to return to the UAE at least 24 hours prior to school commencing and are required to be present on the first as well as last day of term / NIWD. Failing to do so may result in holiday pay being forfeited. If an employee does not return on the agreed date and has not contacted the Principal or HR within seven days of that date, their employment will be terminated. Extensions to leave can be considered for a valid reason if the employee has contacted the Principal or HR within a twenty-four-hour period of the expected return date. Employees are not allowed to extend annual leave by the addition of sick leave. Such time off will be considered will be unpaid unless the individual has proof of hospitalization or submits a HAAD or MOHAP approved medical certificate.

Leave without Pay

Annual leave is not normally permitted during Term 1, 2, or 3 of the academic year for teaching staff and SLT. Any leave other than the ones stipulated in this policy, taken during the academic year will be classed as leave without pay. However, leave may be allowed in special cases such as a family crisis. This leave must be requested in writing and approved by the Principal and HR in writing before the leave commences.

Study Leave

Employees, who are studying in one of the UAE's certified educational institutions, are entitled to a paid leave of 10 days per year to sit for examinations. To apply for this leave, employees must have completed at least two years of service with the school and must inform the school with significant notice.

Public Holidays

The School will be closed on Public Holidays as announced by the Government. Employees will be paid for any Government statutory holidays that fall within the working week.

Condolence/Bereavement Leave

Employees are entitled to take paid leave in the event of the death of an immediate family member (i.e. parents, parents-in-law, spouse, children and siblings). A maximum of five

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days will be allowed in the case of a spouse and three days for other family members. Such leave requires approval from the Principal and HR. The cost of any air travel remains the responsibility of the employee concerned. In certain circumstances the employee may request time off in excess of three or five days which may be granted, depending upon the situation but the excess time will be unpaid.

Leave on Loss-of-pay

Leave on loss of pay may be availed for maximum period of five working days with prior written permission from the Principal. No extension of the leave can be granted.

Pilgrimage Leave (Hajj Leave)

Each Muslim employee is eligible for special leave without pay for up to a maximum period of 30 calendar days, once in the course of service for the purpose of fulfilling the obligation to make the pilgrimage to Mecca, as per UAE Labour Law. The employee needs to complete a leave of absence form and needs to provide evidence of travel plans. This leave shall not be deducted from any other leave period due to the employee. The employee will be required to inform the line manager and HR at least 45 days in advance.

Uninformed Absenteeism

If there are frequent incidents of unapproved leave, late coming or leaving early, a strict disciplinary action will be taken.

In case of uninformed absenteeism, disciplinary process is followed as per the school.

Code of Conduct for Employees

Every employee shall be governed by the Code of Conduct. Each one is expected to be exemplary in his / her public and private life. Employees' sense of loyalty, dedication and integrity of character at all times should be an inspiration to the younger ones they care.

The following acts shall constitute breach of code of conduct:

- 1) Habitual late coming and negligence of duty.
- 2) Use of abusive language, quarrelsome and riotous behavior.
- 3) Insubordination and defiance of lawful order.
- 4) Disrespectful behaviour, rumour mongering and character assassination.
- 5) Making false accusations or assault either provoked or otherwise.
- 6) Smoking in the school premises.
- 7) Embezzlement of funds or misappropriation of school property or theft or fraud.
- 8) Mutilation/destruction of school records and property.
- 9) Conviction by a court of law for criminal offence.
- 10) Possession in school premises of drugs, weapons, explosives, and other objectionable materials.
- 11) Indulging in or encouraging any form of malpractice connected with examination or other school activities.
- 12) Divulging confidential matters relating to school.

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- 13) Obstructing other members of the staff from lawful duties and indulging in any sort of agitation to coerce or embarrass the school authorities.
- 14) Propagating through teaching lessons or otherwise communal or sectarian outlook or inciting or allowing any student to indulge in communal or sectarian activity.
- 15) Making sustained neglect in correcting class work or home work.
- 16) Absenting from work even though present in the school premises or absent without proper leave.

Cultural Consideration & Conduct

All SSIS staff members are expected to conduct themselves in the ways that are mindful of cultural consideration including the following:

- Respecting the UAE's cultural and social norms, values, and traditions.
- Refraining from (directly/indirectly) promoting inappropriate stereotypes, preconceptions, and assumptions about the UAE and the region.
- Refraining from directly or indirectly encouraging any behavior, practice, or displays that are culturally inconsiderate, such as drug and alcohol use, smoking, violence, promoting alternative gender identity and sexual orientation, indoctrination, etc.
- Refraining from using symbols, colors, or imagery associated with any movement/beliefs related to political, social, or extremist religious groups which are culturally inconsiderate, such as misrepresentations of prominent figures, images that are gratuitously violent or sexual in nature, representation of pride movement, extremist ideas, etc.).
- Refraining from conducting any activities and/or using any content that leads to the indoctrination and promotion of religious/political extremism, racism, bullying and all other forms of discrimination.
- Refraining from holding rallies, demonstrations, and protests on school premises or while holding a school-related event offsite.
- Ensuring that one's appearance is culturally considerate. Examples include but are not limited to:
 - a. Covering of visible body tattoos and any type of piercings for men and women.
 - b. Appropriate clothing in line with the school's dress code.
- Ensuring the appropriateness of all school-organized events and celebrations to UAE culture, in adherence with the Cultural consideration policy.
- Adhering to the laws of the UAE by conducting themselves accordingly.

**HR Policy****Service File and Confidential Rolls**

1. Individual Service File containing factual record of the employee, salary scale, increments, promotion, leave record, any disciplinary action or reward etc. is maintained for each employee as per the guidelines of MOE & ADEK. Employee's signature is obtained for entries in the Service file.
2. Annual confidential roll is maintained by the school for every employee including the Head of the Institution. The confidential roll will contain assessment of the work of the employee during the academic year including the results. Confidential rolls for the employees shall be based on the continuous appraisal submitted to the Principal along with the observations / conclusions drawn by the Principal.

Disciplinary Procedure

Memos (reminder, warning, show cause):

As the first step an employee whose case has been raised before the Principal for his /her non-conformity with school's norms, will be issued a written memo. Depending on the case, the employee will have to respond to the memo within a stipulated time. Both the memo and the respond will be recorded in the employee's service file. Further disciplinary proceeding will be initiated if genuine grounds are established.

Suspension:

The school Managing Committee may place an employee under suspension where.

- The disciplinary proceeding against him/ her is pending.
- A case against him / her in respect of any criminal offence is under investigation or trial.
- Or he/she is charged with embezzlement.
- Or he/she is charged with cruelty towards any student or any employee of the school.
- Or he/she is charged with misbehaviour towards any parent, guardian, student or employee of the school.
- Or he/she is charged with a breach of any other Code of Conduct.
- Non-compliance to the duty assigned.
- No order for suspension shall remain in force for more than six months.
- An order of suspension made or deemed to have been made under any circumstances shall continue to remain in force until it is modified or revoked.

Penalties

- 1) The following penalties may, for good and sufficient reasons, including the breach of one or more of the provisions of the Code of Conduct may be imposed upon an employee.
 - a) Minor penalties:
 - i) Censure.
 - ii) Recovery from pay, the whole or any part of any pecuniary loss caused to the school by negligence or breach of orders.

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- iii) Withholding of increment of pay
- b) Major Penalties:
 - i) Reduction in rank.
 - ii) Compulsory retirement.
 - iii) Removal from service.

Procedure of Imposing Minor Penalty

No order to impose a minor penalty shall be made except after informing the employee of the proposal to take action against him/her and the allegation on which such action is proposed to be taken and except after giving to the employee an opportunity to make any representation against the proposed action.

Procedure for Imposing Major Penalty

No order to impose a major penalty shall be made except after a thorough inquiry is made.

- 1) At the conclusion of the inquiry, the inquiry officer shall prepare a report of the inquiry, recording his findings on each of the charges together with the reasons thereof.
- 2) The disciplinary authority shall consider the report of the inquiry and record its findings on each charge and if the disciplinary authority is of opinion that any of the major penalties should be imposed it shall:
 - i) Furnish to the employee a copy of the report of the enquiry officer, where an inquiry has been made by such officer.
 - ii) Give him/her notice in writing stating the action proposed to be taken in regard to him/her and calling upon him/her to submit within the specified time, not exceeding two weeks, such representation as he/she may wish to make against the proposed action.
 - iii) On receipt of the representation, if any, made by the employee the disciplinary authority shall determine what penalty, if any, should be imposed on the employee and communicate its tentative decision to impose the penalty to the Managing Committee for its prior approval.
 - iv) After considering the representation, made by the employee against the penalty, the disciplinary authority shall record its findings as to the penalty, which it proposes to impose on the employee and send its findings and decision to the Committee for its approval and while doing so the disciplinary authority shall furnish to the employee all relevant records of the case including the statement of allegations, charges framed against the employee, representation made by the employee, a copy of the inquiry report, where such inquiry was made and the proceedings of the disciplinary authority.
- 3) No order with regard to the imposition of a major penalty shall be made by the disciplinary authority except after the receipt of the approval of the Managing Committee.

Payment of Salary and Allowances on Reinstatement

- 1) When an employee has been dismissed, removed or compulsorily retired from service, the Committee shall consider and make a specific order:

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- a) With regard to the salary and allowances to be paid to the employee for the period of his / her absence from duty including the period of suspension preceding his / her dismissal, removal or compulsory retirement as the case may be.
 - b) Whether or not the said period shall be treated as the period spent on duty.
- 2) Where the Committee is of opinion that the employee who had been dismissed, removed or compulsorily retired from service, has been fully exonerated, the employee shall be paid the full salary and allowances to which he / she would have been entitled had he / she not been dismissed, removed or compulsorily retired from service or suspended prior to such dismissal, removal or compulsory retirement from service, as the case may be. Provided that where the Committee is of opinion that the termination of the proceedings instituted against the employee had been delayed due to reasons directly attributable to the employee, it may, after giving a reasonable opportunity to the employee to make representation in writing, that the employee shall be paid for the period of such delay proportionate to the salary and allowances, as may be determined.

Performance Management:

The performance management approach at SSIS has been to create both a top down and a bottom-up process, where everyone in the school understands their part and the direction of the school.

Process:

- The process ties into the School Development Planning process, which all the senior and middle leaders play a part in.
- The improved clarity of KPIs which apply to all support the school in everyone working in the same direction.
- The process allows for self-reflection and individual ownership of plans.
- The process is designed not to be rigidly time bound and is circular in nature.
- Thorough documentation supports the process throughout.
- Pay is linked to individual performance, but it is separated from the 1:1 appraisal process to enable positive and free discussions to take place between managers and employees

Key Elements of Performance Management:

EDP Document

- Every teacher has a live EDP file which has documented, school KPIs, Individual KPI's, Role Accountabilities,
- Teacher Non-Negotiables, a space to record individual goals and record observation level

EDP File

- Every teacher has a file which is shared with HoD, SLT and HR, here they place, any development documentation,
- Observation feedback, certification, self-reflection

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Self-Reflection tool

- At the end of the year all staff were given a self reflection tool to support them to review their progress, their
- achievements, strengths and challenges

1:1 Performance Appraisal/Discussion

- Everyone had a 1:1 review, this was not linked to the payroll cycle
- Pay increments were based on teaching performance in the observations

KPIs

- School KPIs have been set by Principal and have been agreed by the board, and presented to the school

Observation Cycle

- All teachers are observed by SLT every term

Progress 1:1

- All teachers have regular progress meetings with their managers which focus in the non-negotiables and in particular the students academic progress

Performance Management for Leadership & Middle Management

All middle and senior leaders follow the above process and in addition are involved in the leadership review. This process involves all leaders being assessed against a rubric that analysis performance and behaviour.

Training and Development Policy:

Dedicated teachers are life-long learners as well. Each day they unlearn the archaic and learn the new practices. They are eager to explore experiment and innovate methods of teaching that benefit their students to the maximum. Every educator must chalk out a professional development plan in order to identify specific teaching and learning goals.

Training programmes would be organized from time to time for the academic staff for enhancing and updating their professional competency. The school will identify suitable training programmes for its staff. They may be required to attend in-campus or out of campus training sessions, as the need may be. Teachers will be regularly assessed and evaluated for their performance and the progress they record in terms of teaching and learning outcome. Internal promotions will take in to account the rating achieved by each teacher.

The School aims to provide training opportunities during the Non Instructional Working Days (NIWD) which will provide:

- An induction programme which all staff will be required to undertake. It will assist the staff settle down into their new role/job.
- A buddy or mentor is assigned to each fresh staff that gives guidance and stands as role model in his /her respective field.

**HR Policy**

- A progressive training and development scheme to enable staff to develop relevant skills and acquire knowledge to underpin their current role and career aspirations.
- Improvement plan through assessment and evaluation of performance from time to time – carried out by immediate superiors.
- Have a discussion with the junior and senior teachers and find the areas for their improvement, doubt clearance and finalization of new methods / techniques of teaching and evaluation. Encourage the teachers to keep their own development plan and consider that also while designing and organizing the in-service training.

The topics for training may include the following:

- *International benchmark practices in education.
- *ADEK guidelines and specifications.
- * Vision, Mission and values of the school.
- * National curriculum and new approaches.
- * Assessment and evaluation.
- * New syllabus / textbooks/ subject empowerment.
- * Differentiated learning / special needs.
- * Information Technology / Technology Aided Learning.
- * Teaching learning strategies / methods.
- * Life skill education / health and safety education.
- * Whole school priorities expressed in the school development plan.
- * Communication skills etc.

Appraisal Policy

Performance Appraisal is the systematic evaluation of the performance of an employee to explore the potential of a person for further growth and development. Performance appraisal is done in a systematic way as follows:

1. The immediate superiors assess the performance of an employee and compare it with school and staff members KPI, targets and plans. Generally it is carried out through direct observation of the employee's work and the feedback received from Based on the performance observation in teaching, contributions made in co- curricular activities and overall conduct. Those standing below 'Good' are liable to get rigorous training, however, if the performance does not improve within a specified period of time, the employee will be put under Performance improvement plan.

Objectives of Performance Appraisal

Performance Appraisal can be done with following objectives in mind:

HR Policy

1. To maintain records in order to determine compensation packages, wage structure, salaries raises, etc.
2. To identify the strengths and weaknesses of employees to place right men on right job.
3. To maintain and assess the potential present in a person for further growth and development.
4. To provide a feedback to employees regarding their performance and related status.
5. It serves as a basis for influencing working habits of the employees.

Document Review and History

This Policy is subject to changes as per the school and UAE law and revised version will be submitted for approval as per the process.

Version Number	Date of Issue	Details
1.0	1 st October 2019	Document created.
1.1	1 st October 2020	Review
1.2	1 st September 2021	Review
1.3	1 st September 2022	Review
1.4	1 October 2023	Review
1.5	1 st March,2024	Review
1.6	1 st February 2025	Next Review

I have received and read the aforementioned policy and agree to follow all of the terms and procedures that are set forth therein. I am aware that violations of the above-mentioned policies may subject me to disciplinary action, up to and including termination.

I also understand that these policies may be amended by the school at any time and I will be notified of any such changes.

Signature

Ms. Abhilasha Singh
Principal



Signature

Ms. Anila Anand
Human Resources Manager