

2023-2024 ACADEMIC YEAR

# The American Baccalaureate School Administrator Handbook



UPDATED BY US, JUNE 11, 2023

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## Preface

August 2023

Dear Administrator,

Welcome to the American Baccalaureate School! This Administrator handbook is intended to answer your questions about department policies and procedures before they arise. You not only lead the development of a department culture focused on student learning, but you also manage the daily business of running your department.

It is hoped that through the pages of this handbook you may become better acquainted with the expectations we hold for members of the school leadership team and so fulfill your responsibilities efficiently and reliably, while at the same time enjoying your experience to the fullest.

It is your responsibility to familiarize yourself with its contents so that we can maintain consistency and smooth day-to-day operations.

Adherence to school policy is expected of all school personnel. The procedures contained in this handbook are not inflexible and changes can and will be made as the need may arise.

Wishing you a successful academic year!

**Jacqueline Shaw**

Director of Operations

## Organization Chart

The school Director is Mrs. Areej Al Ghanim. The board of Trustees' representatives are the Director, and the Director of Operations (DO). Both individuals are on-site daily, and are here to give you support.

Department Principals report directly to the Director of Operations (DO). Email correspondence to the DO should usually be cc'd to the school Director and owner, Mrs. Areej Al Ghanim.

In the absence of the DO, Principals should directly meet with the school owner for all matters. The school owner will regularly visit each department and meet with the Principal, teaching staff, and students.

You will note that some positions on the organization chart are divided in terms of reporting. For example, the Librarian, Nurses, and Athletic Director each serve the entire school, but reporting authority to one specific Principal is determined prior to arrival of teachers each year.

It is important for you to know that at times, parents who are dissatisfied with teachers will demand to meet directly with the school Director. This can be because some parents are not fluent in English and feel more at ease expressing their dissatisfaction in their own language. This should not be a cause for concern by Principals, as these parents are always referred back to the respective Principal.

## Weekly leadership team meetings, Principal individual meetings

The school leadership team, comprised of the Director, DO, Principals, Vice Principals, Counselors, Dean of Students and Department Secretaries meets each Monday at 2:45pm in the boardroom. The meeting generally lasts for 30 minutes. A HoD is to be appointed to be on call to cover within each department during this meeting. The agenda for the leadership team meeting is distributed at the start of each meeting, and minutes are emailed out to all in attendance by the designated secretary. Every attendee is expected to arrive no later than five minutes **prior to** the start of the meeting.

Each Principal will be scheduled for *an individual catch-up meeting* on either Tuesday or Wednesday morning of each week with the DO, or Director. This is a standing appointment for the duration of the school year.

## Expectation of Principals – Ease and speed of Contact

Being a Principal is not a 40-hour a week commitment as it is with teachers. Instead, it is a 24-7 responsibility that should be taken seriously. Teachers, secretaries, and the school Directors need to be able to successfully reach every Principal as needed. For this reason, ABS Principals may not switch off

their mobiles, or feel that that they can ignore calls from “work” during off-duty hours. This includes sick days.

Every Principal is expected to promptly answer phone calls from the DO, school owner, and other staff members when a call is placed to them, or a text message is sent to their mobile.

You can expect to get calls from the school Directors on evenings and weekends. You are expected to promptly take/return these calls, as the matter is usually urgent and cannot wait until “normal” business hours.

Principals are required to check their school email accounts daily during school breaks (Spring/Winter), and to respond to any urgent emails sent to them by school administration.

## **Expectations of Principals – Teaching for first Quarter of employment**

All newly appointed Principals are required to teach for first quarter of the school year. The teaching load must be between *three to five periods* per week. The Principal must take full responsibility for lesson planning, grade input, and export. We have determined that this is the best way for you to gain appreciation for the attendance and discipline policies, to learn and master the Electronic Grading software/Weekly Overview/Export software that your teachers are using, and to be able to judge the performance levels of your teacher’s vis-à-vis ABS reporting requirements.

## **Expectations of Principals – Personal attendance at Committee meetings**

Every Principal is required to regularly rotate through every committee meeting in the department. This entails sitting through a full committee meeting, each round. You will include a written confirmation of your observations of the committee meeting in your weekly administrator report to the Directors.

Your attendance will ensure that your teachers take their committee contribution responsibilities and attendance requirements much more seriously, and will result in full participation by all members.

## **Expectation of Principals – Ethical behavior/communication with staff**

Each Principal is expected to adhere to high standards of ethics when working with their staff. Principals are expected to remain loyal to the school ownership and Directors and not to bad-mouth or blame them publicly or privately to the department staff members for their own inability to meet expectations or any other area of professional disagreement.

## **Expectations of Principals – Role of Principals in terminations**

Employees who report to the Principal for whom it has been decided to terminate the contract of employment, will be terminated by the Principal. Prior to the meeting, a termination letter must be written by the Principal and submitted to HR at least 2 business days in advance, for approval. A member of HR will be present during the termination meeting, but the meeting will be led in its entirety by the Principal.

## **Expectations of Principals – Administrators should work during summer to support HR recruitment (interviews & mentoring of selected candidates)**

### **Interviews over the Summer**

HR works over the summer months to recruit candidates for the remainder of open positions in your department. Over the summer, Principals, Vice Principals, and Curriculum Coordinators are required to \ conduct interviews as requested so we can jointly achieve the goal of completing the hiring process before the start of the next academic year.

### **Mentors for Newly Hired Teachers**

Newly joining teachers who sign offers with us over the summer months will be assigned to the Principals and Vice Principals to serve in the capacity of mentor over the summer. The HR Team will share the contact information of those who have been hired in order for the Principals and Vice Principals to maintain email correspondences with these candidates leading up to their arrival to Kuwait.

## **Principal Evaluation**

First year Principals receive written evaluations three times throughout the year at the following intervals: first 60 to 90-days, January, and in June.

Returning Principals receive written evaluations two times throughout the year at the following intervals: December, June.

Principals with two or more full academic years of service receive an evaluation each February.

Evaluation components include the following:

- Instructional Leadership and Student Achievement
- School Improvement, recognition, and accreditation



- Administrative responsibilities
- Student discipline and safety
- Proactive orientation
- Communication
- Technology
- Personnel and Budget

## The Principal Office – Tidiness and Filing requirements

The Principal office is expected to be kept clean and tidy at all times. There may not be stacks of paper piled anywhere. Drawers and cabinets must be neatly organized.

You are expected to arrange for a cleaner to come by each day and clean the office, as well as empty your trash bins each day before you leave work. Please notify the HR department if you are having any issues with cleaning staff failing to clean your office as directed by you.

**Filing system:** You must have a system that is clearly labeled/typed in your filing cabinets. Your filing system must contain the following at minimum:

- Department Forms (with copies inside)
- Teacher files
- Evaluations
- Discipline – Teacher
- Discipline – Student
- Attendance – Teacher
- Attendance – Student
- Call logs to parents
- Assessments
- Committees
- Schedules – Teachers, Students calendars

**Bulletin boards** in the Principal office must clearly display:

- Department Assessment schedule for all core subjects for the academic year
- Homework/Test/Quiz schedule
- Teacher Duty schedule

Your office will be inspected prior *to the start of the school* year to ensure that all of the above requirements have been met. You can also expect a visit *once each quarter* to see that you are filing things away routinely and orderly.

Each June before you leave for summer vacation, you will transfer staff file contents to HR office.

## Superintendent and Principal Attendance and Annual Leave policy

### Annual Leave Procedures

- The vacation year for the Superintendent and Principals commences September 1 and ends August 31.
- Superintendent and Principals working hours are, though not restricted to, 6:45am to 4pm Sunday thru Thursday. Additional **at a minimum you are expected to work alternate Saturdays from 9am to 12pm.**
- The annual leave entitlement is 40 for Superintendent and 45 for Principal, working days per year - allocated proportionately to the period worked throughout the school year. Working days for Superintendent and Principal annual leave is based upon a 5-day work week, not the 6-day work week as stipulated in the Kuwait labor law.
- Personal days, personal business, and religious observance days must be charged to annual leave.
- All workdays, including the summer are eight hours exclusive of a lunch.
- Annual leave may be taken in whole days or partial increments.
- Annual leave must be charged for school closings during Winter break, and Spring break, unless an exception has been granted to work during these periods. If approved to work during these school closings, the Principal's vacation bank will not be charged and s/he will be entitled to take those days at a later date but no later than August 31 of that school year.
- Annual leave requests must be arranged mutually with the DO.
- Annual leave will not be charged for the following days:
  - Eid Al Adha (2 days) <sup>\*\*1</sup>
  - Islamic New Year <sup>\*\*</sup>
  - The birthday of the Prophet Mohamed<sup>\*\*</sup>
  - New Year's Day
  - National and Liberation Day (2 days)
  - Ascension Day<sup>\*\*</sup>
  - Eid Al Fitr (2 days)<sup>\*\*</sup>
- Annual leave cannot be carried over from one year to the next.

### 2022-2023 Summer Break

Returning Superintendent/Senior Principal (contracted to work the following academic year)

Begins: August 09, 2023 (last day of work – Thursday 13, 2024)

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<sup>1</sup> <sup>\*\*</sup>Religious holidays in Kuwait are subject to change as they governed by the lunar calendar and exact dates must be confirmed by religious authorities. Therefore, in order to avoid cancelation fees by hotels and airlines, it is strongly advised to make travel arrangements in the same week as a religious holiday instead of in advance.

Returning Principals and Vice Principals (contracted to work the following academic year)

Begins: August 10, 2023 (last day of work – Thursday June 13, 2024)

First day back to work 2023-2024 (**dates are approximate and subject to change**):

- Superintendent/Senior Principal August 7, 2024
- Principals and Vice Principals & Secretaries August 08, 2024
- Counselors, Dean, Curriculum Coordinators August 11, 2024

Principals are required to ***arrive back into Kuwait no later than 8 am on the day before the first day back to work.***

**Superintendent is required to return to work one week prior to the Principals.**

## Annual Leave for Non-Returning Principals

Last Working day: June 13, 2023. Summer holiday: June 14 – August 06, 2024.

## General Principal Attendance Policies

As with all international schools, there are usually staffing emergencies that take place in every department over major holidays. For this reason, **the Superintendent and all Principals are required to arrange their personal and travel affairs in order to be back to work on Saturday from 9 am to 3 pm after both the Spring break and Winter break holidays.** In addition to dealing with potential staffing issues, this time is also very important for preparing yourself and your department for the re-start of school. It is highly recommended that Principals allocate a minimum of one working day for themselves over these long holiday breaks in order to get caught up with departmental planning. You can get a lot accomplished within 1.5 uninterrupted working days.

When booking vacation flights on a working day, **do not book your flight sooner than 8 pm on any working day before a holiday.** Your reporting and report submission requirements will not be excused due to poor personal planning.

Principals may not attend school field trips, whether local or overseas. The only exception to this policy is for sports day when the entire student body is off-campus.

## Promotions

Administrator promotions will be considered by the school board after service of 2-3 full academic years with ABS. Considerations include general performance, AYP goals, attitude, and staff retention.

## Creation of new Policies/Procedures for your department

In the interests of preserving departmental stability, and preventing frustration and confusion of students, faculty, and parents, Principals in their first year of service at ABS may **not institute any new informal or formal policies or procedures within the department**. First year ABS Principals are strongly advised to focus on implementing the policies and procedures that are already in place, instead of attempting to add new ones.

Absolutely no changes may be made to any document or procedure – e.g. student/faculty handbook, attendance policies, homework policies, structure for staff committee meetings, forms, letters, etc.

At the conclusion of the school year, the first year Principal may submit written procedural suggestions for consideration by the school board. Procedural suggestions may only be submitted for consideration if the proposal contains a coherently articulated, and well-planned out explanation, for the need for the change, and the “who, when, where, and what” for implementation.

## Time management and Delegating

Principals are expected to be exemplary in personal time management. Do not leave things until the last moment. Pace yourself throughout the year, delegate – but follow up so that other’s failure to submit deliverables within the expected timeframe and/or level of quality won’t result in delays for submission of your own documents to the management team.

## Deliverables – due dates

Deliverables, as requested periodically by the Director and/or DO, are always due on the date stated at the outset. There are no extensions for Principal deliverables. Deliverables must be submitted in final form, not draft form.

## Department Policies and Procedures Binder

Your department policies and procedures are located in the department policies binder. This was updated for your benefit last academic year. All policies and directions are on Pink copy paper. The exemplars and forms are located behind the policies.

You will be expected to update it regularly throughout this school year. You will be provided with the three dates across the school year that your updated binder must be submitted for perusal to the Director and DO.

When you update a policy/procedure, with the approval of the Director and DO, the date of the policy must be typed at the top of the document – clearly visible so that all know when the procedure was updated.

For your reference and benefit, the last three years of department binders are archived in the office of the DO. You will be able to review the school activities binders (international day, awards ceremony, national day, talent show, graduations, Arts, learning support, assistant Principal, etc.).

Should you wish to view these binders, you may ask Inventory department to view them in the board room. These binders are not available for check-out.

Original documents are archived in the Share Point portal for your convenience.

## **Format templates of form letters/meeting schedules/reports, etc.**

ABS-approved templates for all forms, letters, schedules, reports, etc. are available for viewing in the department binder. Original documents are available on Share point to be used as templates.

Do not re-create/re-design your own templates. You must use templates and formats that are already on SharePoint and in your department binder. Font size, layout, etc. must be kept the same.

Reports submitted to the Director and DO need to contain date of submission and a title.

## **Accreditation Work**

Each Principal is required to actively and equitably participate in the school accreditation process. This includes writing of documentation, staff presentations, and coordinating with visiting accreditation team members. This is not the job of any single administrator; it must be a team effort.

## **AYP Goals**

ABS AYP goals are contained in the schools' strategic plan, as well as uploaded on share point. The Principal is expected to exert every effort in the department to reach the milestones in Reading and Math for the academic year.

## **The Principal's Weekly Report**

Each Thursday, at the end of your work day, you will email a weekly report to the Director and DO. Refer to your department binder for a sample and template of the weekly report.

## Other Department Weekly Reports

A weekly report must be emailed to you each Thursday, and cc'd to the Director and DO by:

- Vice Principal(s)
- Team Leader(s)
- Heads of Department (subject level leaders)
- Counselor
- Dean of Students
- Learning Support Coordinator
- Curriculum Coordinator

The purpose of the weekly report is to keep everyone updated with important events, meetings, discipline issues, etc. that have taken place over the past week. Everyone will be caught-up and on the same page for the next school day.

## Keeping your department folders in share point updated

New updated department documents, letters, forms, schedules, etc. are created each week by department staff. **It is the Principals' responsibility to ensure that these documents are regularly uploaded into the appropriate department folders in share point.** In all likelihood, you will need to "clean house" in share point weekly.

The Principal must personally check to ensure that these documents are being uploaded regularly, and in correct folders in share point. This will not happen until you personally acquaint yourself with all folders belonging to your department.

**You may not keep school documents on your flash drive,** as there would be no backup if your flash drive goes missing.

## Communication to parents

### Written Communication

**All written communication home (letters, newsletters, forms, etc.) must receive approval from the Director and DO before going home to parents.**

The department administrative assistant will send all documents to the copy center. The copy staff, after obtaining the approval signature from the Principal, will route the document to the Director and DO.

It is very important that your teachers understand that they may not send home letters of their own initiative without following the procedure above. As well, the Principal should never copy or print off letters home and give them directly to teachers to distribute to students.

It is not uncommon for the copy center staff to inform a Principal that a document will need to be edited per the request of the Director or DO. So, be sure to allow enough time for yourself and your staff when creating documents to send home. Don't send anything to the copy center at the last minute.

Any form of email communication from your staff to external organisations either within Kuwait or internationally must be Cc'd to their principal and school management.

## Requirements for Teacher communication with Parents

- Teachers call parents on a continuous basis for assistance with behavior issues and also for positive encouragement. Teachers are required to make 20 contacts every two weeks
- When teachers or administrators are having difficulty reaching a parent or want to send an important message to all parents, they can send an SMS through the IT department. **When sending an SMS for just a few students, a form must be sent to IT with student name, grade and ID number to ensure we don't send information to the wrong student(s). All SMS should be less than 180 characters.**
- Teachers also email parents through their Edline accounts. They either do this for communication with individual parents or to all of their parents to let them know of a particular assignment
- Parent-Teacher conferences are held twice a year, but parents may also call the school to set up individual appointment times with their child's teacher, the counselor or an administrator
- Parent coffees are held on the last Tuesday of each month. These are not forums for discussion on school policy, but rather a venue for parents to get to know one another and learn something of interest to them. Topics include teen developmental stages, how to teach responsibility, protecting students from internet issues, etc
- We have a special communication plan to parents of rising 6<sup>th</sup> and 9<sup>th</sup> graders
  - A combined student and parent meeting takes place for each group after school at the beginning of May each year
  - Letters go home the week before and presentations are given by the principal and/or counselor on expectations
- All activities, events and information for students and parents is forwarded to IT so that it can be uploaded to the ABS website

## Communications Expectations

It is extremely important Principals lead the way for their departments to work efficiently and effectively. A big part of this is communicating with your team to avoid letting critical tasks slip through the cracks, or duplicating work.

Please optimize communication within and between your teams. Be responsive and proactive about the way you work together. At a minimum, this means:

1. Meeting with your team every morning.
2. Drafting an agenda for all meetings, including your daily team meetings.
3. Assigning tasks to specific teammates, with clear deadlines.
4. Responding to e-mails rapidly (the same day received) - even if it is just to say, "I saw your question/request and will reply in X amount of time".
5. Completing assignments in the time frame you agreed upon...
6. Being honest when you need help or more time - it's better to be honest than to leave your teammates hanging.

## Teacher Evaluations

Teacher evaluations are conducted by the Principal and vice-Principals enlisting the help of HODs as needed. Physical Education teacher evaluations are completed by the PE Head of Department.

All teacher evaluations must be *typed* and submitted by both hardcopy, electronic copy, and uploaded to Sharepoint (Evaluations folder) according to the timeline provided.

To assist our teachers with professional growth, we implement the following plan:

Observations:

- Walk-Thru Observations will be conducted spontaneously throughout the year
- 1<sup>st</sup> Quarter: Planned Coaching Observation
- 2<sup>nd</sup> Quarter: Planned Coaching Observation
- 3<sup>rd</sup> Quarter: Unannounced Coaching Observation

Teacher Appraisals or Evaluations (summative based on observations):

- New and probationary teachers – three times per year (after each observation)
- Returning/tenured teachers – one time per year (after 3<sup>rd</sup> observation)

The final evaluation (the only for tenured) will take place in Quarter Four. It will be a summative evaluation based on observations conducted throughout the year. Teachers will be asked to bring exemplars of lesson designs and student work (further information on the list and process will be given at a later date).

### Non-Teaching Evaluations

- Principal evaluations are conducted by the School Director and Director of Operations
- Vice-Principals, Dean of Students, PE HoD, Librarians, Nurses, Curriculum Coordinator, and Guidance Counselor all have two informal evaluations and one formal evaluation in the spring. The evaluations are conducted by the Principal
- Secretary evaluations are conducted by the administrator that works most closely with them



## Student Discipline

Creating a safe environment for every student in your department is essential. You are expected to work closely with your teachers to ensure that **the department student discipline plan is followed by every teacher, every day, without fail**. The department discipline plan will not work if only implemented by some teachers, and not others.

All reports of student bullying and violence must be investigated and dealt with on the same day the incident occurs. The school Director and DO need to be notified **immediately** of all serious incidents.

Note that there are repeated complaints by Western staff that most of the student discipline issues take place within the Arabic-staffed classrooms (Arabic language, Religion, Social Studies). In these cases, the Principal must work closely with the Arabic Principal in supervising these teachers with respect to student discipline; staff disciplinary measures may become necessary.

## Staff Discipline

There will be instances in the school year when you may need to discipline a teacher for a variety of reasons. Follow the ABS discipline policy and the ABS Teacher Corrective Action policy. Teachers who are identified as struggling will need to be placed on an immediate Improvement/Action plan, and followed closely by the Principal. You will receive a presentation regarding the school discipline policy during your pre-service. All templates are contained on SharePoint. A copy of the discipline work flow is at enclosure one to this handbook.

Original, signed (or unsigned) staff discipline letters must be immediately forwarded to the HR office for placement in the employees' file.

It is necessary to inform both the Director and DO of serious staff discipline issues. Should you believe that it may become necessary to terminate the services of a teacher mid-year, this should be brought to the immediate attention of the DO so that a replacement teacher can be appointed.

New teachers on the first year of a two-year contract will be observed by the Principal throughout the probationary period for suitability to the department. The HR Manager will ask each Principal for a list of teachers that should be converted to a one-year contract due to concerns about suitability to ABS. The Principal will be required to meet these teachers and explain the reason(s) for placement on a one-year contract. These meetings must take place between November 15 and 30<sup>th</sup>.

## Weekly Teacher Attendance Reports

It is the responsibility of each of your staff members to personally inform you by telephone if they are unable to report for work. They are to call you prior to 6:45am. You are then required to send an email to the HR Manager informing him of the staff absence, this email is to be copied to your administrative assistant.

Each Sunday, the HR department provides each Principal with a copy of the teacher attendance from the fingerprint attendance machine for the prior working week.

The Principal is expected to closely monitor the attendance of teachers in the department, and to provide oral or written notification to teachers who are chronically tardy to work.

The ABS tardy policy for staff is as follows:

- Each employee is allocated 2 hours cumulative delay per month without payroll deduction.
- If the delay minutes reach 2 hours, a staff member who is late a minute after this will be deducted one whole day of salary.

The ABS policy regarding pre-approved absence for staff is as follows:

- Each employee is allocated 4 hours pre-approved campus leave (e.g. Medical/Embassy appointments etc) without payroll deduction.
- If the pre-approved absence minutes reach 4 hours, a staff member who is late a minute after this will be deducted one half day of salary. This is continuous and not per month.

## Substitute education stipends – for selected teachers

When coverage is required for teachers who are out on sick leave, a sub schedule will need to be created. Covering teachers are required to actively teach, not just babysit.

Sub fees only apply to coverage of core-subjects requiring Western teachers or Math teachers. A sub rate of KD 7 per teaching period will be paid to *Western* certified teachers of ELA, Science, Humanities, and Math; KD 5 to *Western* non-certified teachers and non-Western Math teachers. Teaching assistants and Arabic teachers are not paid sub fees.

Sub fee payments to teachers are subject to the ABS payroll policy with respect to payroll cutoff periods, and require the submission of the Principal financial report to the finance office before the 20<sup>th</sup> of each month.

Refer to the department binder and Finance manager for reporting instructions.

## Monthly submissions to Finance

Each Principal is required to submit reports to the finance office each month. It is important that your reports are submitted on time so that your teachers are paid the correct salary, on time. Some of the reports you may be required to submit include:

- Substitute teaching stipends – due on the 20<sup>th</sup> of each month
- Department staff attendance report (prepared by the department administrative assistant) – due on the 20<sup>th</sup> of each month
- Teaching overload stipends report – due on 20<sup>th</sup> of each month

## Curriculum Binders

During the prior academic year, every teacher was commissioned to create their own subject curriculum binder. Each binder contains a year overview, syllabus, parent welcome letter, weekly overviews, tests/quizzes, rubrics, and student exemplars.

Your teachers will be required to create new binders for the 2022-2023 academic year. The dates for submission of these across the academic year will be provided to you in October.

*It is very important that when you submit these for inspection by the DO and Director, that you have already thoroughly reviewed each binder, and are prepared with written feedback for your teachers.*

## Field trips

Field trips typically take place by grade level. Though, individual classes going on field trips in MS/HS is acceptable.

In the interests of efficiency and vendor reliability, there should be no more than four busses on any single day for field trips. Field trips requiring more than four busses will need to be staggered across the week/month.

There can be no single day set aside for an entire department to go on a field trip. The only exception to this policy is for sport day at the Kuwait Club.

With the exception of Sports Day, Principals are not permitted to leave campus to attend a field trip – whether local or international.

## Annual Activity Calendar

Each Principal will have the annual calendar of student activities finalized prior to the start of the school year. The template can be found on share point. Principals will need to jointly collaborate on this calendar as some events involve the entire school community (e.g. National Day), and date determination involves examination of a variety of constraints facing each department.

Field trip locations must be determined at this time, dates for all annual ABS special events, and student assemblies (topics must be determined at this time as well).

We consider activities and events at ABS to be as important to the well-being of our students as conventional instructional time. Therefore, it is unacceptable for any event or activity to be canceled due to inconvenience to staff, poor planning by committee members, or lack of proper oversight by the Principal.

Your department will be held accountable for all events and activities in your department activity calendars. As such, you can expect to be asked about the status of planning for upcoming events at the weekly leadership meetings.

## Annual Science Fair

The annual department Science Fairs (grades 3 – 12) must be prepared no less than eight weeks in advance. The committees are expected to give adequate attention to disseminating thorough instructions to students, parents, and teachers. Committee members must be composed of only Western teachers.

Student teams may not exceed two members. All projects must receive grades. The Science Fair procedure template used in 2009/10 is required for all grade levels.

## Department Meeting Schedules

The schedules for department/team/grade level/subject level/committee/special event meetings are outlined in your department binder. You are expected to update the existing template for the new academic year, and adhere to the same meeting schedule.

Share point is a good resource for viewing the minutes of all meetings held in the previous academic year.

## Timely Submission of Meeting Minutes

Minutes from all concluded departmental meetings must be emailed to the Director and DO (and Principal, attendees) within two business days, and posted to the appropriate folder in share point within two business days.

## Scheduling – Student timetables

Every April, the Principal drafts the student and teacher timetable for the next academic year. This is uploaded on SharePoint under: Schedule.

For elementary, Grades 1 and 2 should be self-contained classroom environments. The teachers will need to travel to the students' homerooms.

## Printing Policies

The ABS IT policy is contained in the employee handbook. All policies apply to Principals as well. Do not use your printer as a copy machine. If you require more than twenty pages of copies, send your documents to the copy center, where the copy center policies apply. Do not wait until the last minute to prepare for meetings where handouts will be required. Use the color printers sparingly.

Principals will need to monitor computer labs on their campuses to prevent abuse by teachers of the school printing policy. This happens every year, yet can be kept to a minimum if teacher's feel that the Principal is keeping an eye on what's happening in the computer labs.

Repairs/replacement of damaged campus printers will come out of the Principal's discretionary budget.

## PD Budget

Each Principal will be provided with an annual PD budget. Priority is always for teachers or team leaders. Nominees must have at least one year's service to ABS, and commitment for the following academic year. Refer to the Department binder for more information on regional PD events.

Currently, there are no PD funds available for Principals.

## Your Administrative Assistant

Each Principal will be allocated a full-time Native-English speaking administrative assistant. The administrative assistants are supervised by the senior administrative assistant. Job description of your Administrative Assistant are to be found in the Job Descriptions folder on SharePoint.

## Make sure your teachers are utilizing technology and electronic resources in classrooms

Each classroom is equipped with internet, Interactive White Boards, access to subject-specific software, United Streaming (Discovery), and either ProQuest/E-Library or EBSCO host. Making Elementary ELA and Math classrooms are also equipped with document cameras.

A library of academic software is available in the IT office for teacher check-out. Elementary core subject teachers have access to Kidspiration software loaded on the PC's in the elementary lab.

**It is the responsibility of each Principal to actively ensure that teachers are making full use of the technology and electronic resources available on campus for the benefit of our students.**

## Weekly overviews, Grade export, and Sharepoint/PowerSchool submissions by teachers

1. Every teacher is required to input and export grades to Sharepoint/PowerSchool for every assignment or test within five working days of collection of the student work. **A minimum of 3 grades for every student in a core subject must be input by each teacher, every week.**
2. Every teacher is required to submit hard copies of their weekly overview for the following week **no later than Wednesday 12 noon** to the Principal, and to **upload it to Powerschool** for parents and students to view **no later than 4 pm every Thursday.**
3. Teachers must upload all documents **using ABS standard layout and naming conventions** as provided in documentation during IT training.

All first year ABS teachers are required to submit proof of the above items, **in person**, to the Principal each Thursday before leaving work. ***There is no acceptable excuse from either a teacher, or Principal for failure to meet weekly submission requirements.***

***First year teachers who successfully meet the above requirements thru December 15<sup>th</sup>, will not be required to submit Thursday proofs for the remainder of the school year.*** However, should the school receive complaints from parents and students that the teacher is not meeting his/her obligations with respect to the above requirements, the teacher will once again need to submit Thursday proofs.

Returning ABS teachers need only submit item #2 above. However, a returning teacher may be subject to the requirement to supply proof of grading and exports at the discretion of the Principal.

The Principal will fill in a submission form and submit all documents above from first year ABS teachers to the DO office each Thursday – by hand - before leaving work for the day. Refer to the department binders for the form template.

## Lesson Plans of Teachers teaching same subject/grade level

ABS requires a **single unit plan, and identical weekly overviews/tests/quizzes** by teachers who teach the same subject at the same grade level. The teachers are required to collaborate and work together to jointly create all course materials and requirements. There can be no exception to this policy. The Principal is expected to ensure that there is no deviation from this policy.

## Minimum number of graded assignments

In order to ensure program rigor and grading integrity, ABS has a minimum grading assignment requirement for all core subject teachers. Every Principal is expected to check for adherence to this policy regularly throughout each quarter, and to hold every teacher accountable.

These are not suggestions. These are requirements for each and every teacher.

### MIDDLE AND HIGH SCHOOL Per Quarter

Component	Min	Max
Homework	12	15
Classwork	10	15
Unit/Chapter Tests/Quizzes	4	8
Final Term exam	1	1

### ELEMENTARY ELA

*The following are minimum **prescribed** elements to be done weekly with each class:*

- At least 2 Class works of any 2 (different) of the 3 subsections  
Reading/Comprehension/Listening/Speaking and/or  
Writing/ Grammar /Vocabulary and/or  
Spelling/Phonics
- At least 2 Home works of any 2 different subsections
- At least 2 Quizzes: 1 Spelling and 1 other in any of the other 2 areas
- A participation grade in each subsection, as they have to address all 3 subsections per week.
  - A weekly comprehension grade is imperative and can be recorded as a homework/class work or quiz grade.

## ELA Requirements – DOL, 6+1 Writing Traits

Students in grades 4 onwards will be taking writing tests each month (Write to Learn). They are expected to be familiar with the 6+1 Writing Traits in order to be successful in this assessment. Therefore, each Principal is expected to ensure that all ELA teachers have incorporated 6+1 in their lesson plans.

In order to improve the English oral fluency in our students, DOL must be present in ELA lesson plans from grades 1-12.

### Assessment calendar

Each Principal is required to oversee the creation of a department-wide assessment calendar for all core subjects for each semester. The assessment calendar ensures uniformity and equity of teaching/grading by teachers of the same subject/grade level, and grades which best reflect the achievement levels of each student. ***The final draft for each assessment calendar needs to be submitted to the Director and DO for approval no later than five working days prior to the start of the semester*** (follow template as set out in the department handbook, and in the department binder).

The assessment calendar must be created prior to the start of each semester. The assessment calendar must include dates for every quiz, test, and exam (selection comprehension tests, novel tests, chapter tests, etc.). There must be a single assessment calendar in use by teachers at the same grade + subject level.

The subject team leaders (HOD's) are expected to follow up with each teacher in their department to ensure the implementation of the assessment calendar. In MS/HS, each teacher is expected to follow the approved ABS test/exam template for content and structure.

***Ultimately, the Principal carries full responsibility for ensuring that all teachers on staff are adhering to the assessment calendar dates.***

Refer to the department handbook for more detailed information on assessment requirements and templates.

### Student Assessment

Students in grades 2-12 are tested on MAP (measures of academic progress), three times per year.

Students in grades 3-12 have their writing assessed once each month with WPP.

Students in grades KG2 and 1 are given Baseline and Dibels testing in the Fall and Spring of each year.



**Each Principal will make a power point presentation to the Director and DO two weeks after receiving MAP results for the department.** The presentation template will be provided by the DO. The Principal is required to use the template provided by the DO. However, the Principal is encouraged to provide independently created handouts.

## Petty cash

For department petty cash requirements against the department budget, use the petty cash reimbursement form on share point, or see Finance manager. Instructions on petty cash processing are located on the form.

Principals and teachers who purchase teaching supplies (texts, CD's, other resources) **will not be reimbursed** for such purchases. ABS makes such purchases in an organized manner each February for the following academic year. No additional purchases will be approved after placement of the official department purchase order.

Therefore, Principals or teachers who order supplies or other items through Amazon or any other source will have reimbursement requests rejected.

## Science Lab visits – Required for every student, every month

ABS requires that Science teachers take every student to the campus labs for a minimum of one hands-on experiment each month. There are six Science labs located on campus.

It is the responsibility of the Principal to regularly ensure that this is taking place. A semester schedule for visits should be created no later than one week prior to the start of the semester.

## Homework folders must go home each week - KG/Elem

ABS requires that elementary and KG teachers place all graded homework for each student inside of the homework folders each Sunday (elementary) or Thursday (KG). There is a separate tub for each grade level in the elementary office for this purpose. Homework is placed in the students' designated homework folder by either the TA, or the Homeroom teacher.

It is the responsibility of the Principal to ensure that:

- There is a homework envelope for **each student, every week**. This can best be achieved by having the department administrative assistant, or Homeroom teacher submit a checklist each week.
- That all items in the student folders are date stamped by every teacher – per ABS requirements – for every grade level.
- The quality of work going home is acceptable. Is the teacher properly grading assignments? Is the teacher sending home all assignments that were graded on powerschool?
- That work is going home from every teacher.
- Every teacher is meeting the minimum graded assignment requirement.

## Teacher-created worksheets – Not permitted

Teachers are required to use only worksheets and teaching resources that are provided in their teaching kits. Teacher-created worksheets and tests are not permitted. It is the responsibility of the Principal to ensure that this ABS policy is adhered to by all teachers in the department.

## Re-testing Policy

Teachers within every department are not permitted to re-test students (spelling, comprehension, etc.). Frequently, parents will pressure a teacher to allow their child to re-take a test in order to improve their grade. A wide variety of excuses are usually given. However, it is ABS policy that a teacher may not give a re-test. It is the responsibility of the Principal to regularly communicate this policy to teachers and parents within the department.

## Assemblies

Every assembly should be well-organized in order to provide the maximum educational benefit to the students in attendance.

In the Elementary department, at least one safety- focused assembly is required each year. Fire, medical emergencies, CPR, etc.

For assemblies led by ABS staff, the Principal needs to ensure that adequate preparation is being made in the weeks leading up the assembly by the teachers assigned to the assembly. Assemblies may not be organized last-minute.

For assemblies led by outside individuals or companies, the Principal will need to ensure that adequate planning and preparation is taking place, and that the individual or company is prepared to submit a power point draft for approval by the school.

The Principal will be asked by the Director and DO to submit the power point file for all student and parent assemblies one week in advance of the event.

**Arabic staff members may not be assigned to assembly preparation/organization duties.** Only Western staff members may be assigned this responsibility.

## Parent coffees

Monthly parent coffees are provided by each department once a month from November through April. Past topics have included cyber-safety, bullying, and college preparation. Presenters will usually be appointed from the ABS department staff. All presenters and topics are selected prior the first Parent coffee.

Light refreshments and coffee are provided with catering by the Culinary Arts Department.

Your department's power point slides need to be submitted to the Director and DO no later than the Thursday prior to the coffee.

## Student Council – Required within each Department

The Principal must ensure that the Student Council is up and running no later than October 31<sup>st</sup> of each academic year.

**A separate student Council is required at the Elementary, Middle School, and High School levels.** The Principal must appoint *two Faculty Advisors for each student council*. A sub-committee for Seniors must be set-up within the High School student council. This group will oversee requests for senior privileges and graduation.

The student council at every level is expected to meet a minimum of once each month, and to sponsor at least three school activities each year within their department (e.g. canned food donation drive, school carnival booth, etc.). The Principal is expected to ensure that the student council is active and that the students are able to voice their opinions and make a positive contribution to the department.

Refer to the Student Council binder in the DO office for past student council policies and procedures.

## Adequate Supervision/Communication – Department Afterschool Activities

The Elementary, MS & HS departments regularly have students remaining after school for sports and other extracurricular activities. **It is the responsibility of the department Principals to ensure that both the ABS campus community, and parents are fully aware of when and where these activities are taking place!** Arrangements must be made to email abscom about upcoming activities, events, and when visitors are expected on campus from other schools (competitions). As well, an alert must be sent out for cancelations of activities. It is unacceptable for parents to be unaware of where their children are.

Such information is vital to lobby staff, security, reception staff, and to parents. Send your abscom emails directly to the IT department who will then get it sent out immediately. If last minute parent notifications need to be sent, please request IT to send out parent SMS's.

Prior to the start of any after-school activity, the Principal is responsible to ensure that a satisfactory and **robust supervision plan is in place** for supervising the collection and dismissal of students (to main reception, not playgrounds!) from all activities. This may not be an after-thought! Student safety is paramount. Entrusting students to random supervision by cleaners and security staff is unacceptable. Only teachers may supervise students thru to dismissal from campus. Students who are collected late by parents after activities will be involuntarily dismissed from participation. The Principal is expected to regularly seek this information and enforce school policy in this regard.

## Professional Development days

PD days occur once each month on the Early Dismissal day. You will be collaborating with the other Principals to co-plan each PD day. Please refer to the department handbook.

The first PD session of the school year must include a session on expectations for teacher communication with parents. Teachers need to be coached on **what not to say** to parents. For example, criticism of the teacher the child had the previous year is unacceptable.

PD agendas need to be submitted to management on the Thursday prior to the PD day.

## Department Morale and Welfare Activities – Expectations of Principals

### Student of the Month program

The Principal is to nominate up to four students of the month, from October to May. The announcement is to be made in department newsletters and the school newspaper, along with photos of each student. The students will receive a certificate and small gift (e.g. gift certificate) from the department budget.

### **Teacher(s) of the Month program**

The Principal is to nominate up to two teachers per month, from October to May. The announcement is to be made at the monthly faculty meeting, and posted on the office bulletin board with photos of each teacher. The teacher will receive a certificate and small gift (e.g. gift certificate) from the department budget.

### **Teacher Quarterly Welfare Activities**

The Principal is to plan for quarterly (4 times per school year) morale and welfare events outside of working hours that include their teachers. There will be a separate event for Arabic staff by the Arabic Principal. Western principals will plan events for English teachers only.

### **Office Supplies for Principal office and teachers**

ABS supplies each employee with a minimum of stationery supplies. Stationery items are available from the copy room.

Principals and teachers who require items outside of what is normally supplied by ABS must purchase those items on their own.

**Stationery items purchased by Principals or teachers are ineligible for reimbursement.**

### **Principals Required to provide abscom/campus notification for all department events and activities**

The department principal is required to notify the ABS community (via abscom) of all campus events/activities, and visitors on campus. Email notification must go out twice – 5 days prior to the event/visit, and no later than 7:15 AM on the morning of the event/visit. At a minimum, the email communication must contain specific information on the start/end time, date, who is involved, the purpose, and who to contact in case further information is needed.

### **Principals required to obtain advance approval for all fundraising/charity activities on campus**

All bake sales/requests for donations/collections of cash or in-kind items from students – require the department principal to submit a written request form (obtain from accounting office) to the DO. The request form must be submitted no later than two weeks prior to the requested campus event. Last minute and/or verbal requests cannot be given consideration.

The completed request form must be routed to all other campus departments for signature by other principals so that they are made aware of events which may involve their students (e.g. bake sales at lunch time) prior to sending the form to the DO for approval.

Bake sales may not take place inside the cafeterias nor outside the cafeteria doors. Tables may be placed outside the library corridor, or near the small gym.

## Care and Maintenance of ABS Housing

ABS staff housing is to be treated with respect. Care is to be taken when hanging pictures etc to the walls to ensure that the walls are not damaged when the items are removed. Only the recommended picture hooks for concrete walls are to be used, which can be purchased from the Accounts Office. When checking out of your apartment you are to make good any repairs to walls or you will be billed for the cost of repainting your apartment, the current cost of which is KD300. Staff that are vacating the ABS housing will have a pre-checkout inspection a minimum of 14 days prior to their requested checkout date. During this inspection the staff member will be made aware of any repairs that they are liable for.

Enclosure:

1. ABS Discipline policy flow and chart.



## THE AMERICAN BACCALAUREATE SCHOOL

### DISCIPLINE POLICY

In order to standardize the discipline and levels of awards across the school for employees, the attached discipline procedure is in effect.

It is stressed that retention of our staff is the priority; therefore this policy must be used alongside additional training and mentoring where necessary.

#### STAGE ONE

##### VERBAL WARNING

Principals use their discretion as to the amount of verbal warnings issued in respect to any given incident (i.e. Tardiness)

A written record of verbal warnings issued is to be kept.  
A copy of this record is to be sent to HR for the Individual's staff file. See enclosure 1 for the format to be used to record verbal warnings.



**STAGE TWO****FORMAL LETTER**

Once the Principal is satisfied that either sufficient warnings have been given or that verbal warnings are having no effect, then a formal letter is to be written and presented to the individual concerned. The individual is to sign this letter. It is then to be forwarded to HR for retention in the staff file.

The following line is **always** to be included in formal letters regarding discipline:

Any subsequent breach of discipline related to this letter will lead to a First Warning Letter being issued by the HR Manager on behalf of the School Management Board.

**STAGE THREE****FIRST WARNING LETTER**

The first warning letter is issued by the Principal. A copy of this letter should be sent to the HR Manager at least 2 business days in advance for approval. This letter is to outline the reason for issue and include any disciplinary action imposed. This letter is to be signed by the individual and placed in the staff file.





**STAGE FOUR****SECOND WARNING LETTER**

The second warning letter is again issued by the Principal. A copy of this letter should be sent to the HR Manager at least 2 business days in advance for approval. Again this letter is to outline the reason for issue and include any disciplinary action imposed. Also within the letter it is to be made clear that only one final letter of warning will be issued prior to termination of employment. This letter is to be signed by the individual and placed in the staff file.

**STAGE FIVE****FINAL WARNING LETTER**

The final warning letter is again issued by the Principal in the presence of the HR Manager on behalf of the School Management Board. A copy of this letter should be sent to the HR Manager at least 2 business days in advance for approval. Again this letter is to outline the reason for issue and include any disciplinary action imposed. Also within the letter it is to be made clear that this is the final warning regarding this incident and any further breach will lead to termination of employment. This letter is to be signed by the individual and placed in the staff file.



**STAGE SIX**

**TERMINATION OF EMPLOYMENT LETTER**

Should stages one to five fail to alter the individual's progress, the School Management Board will be left with no option but to instruct to terminate employment. The termination should be addressed by the Principal in the presence of the HR Manager.

This letter is to be signed by the individual and placed in the staff file.



**Enclosure 1**

**THE AMERICAN BACCALAUREATE SCHOOL**

**Record of Verbal Warning**

<b>Staff Number:</b>		<b>Surname:</b>		<b>First Name:</b>	
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**Reason for Verbal Warning:**

<b>Issued By:</b>		<b>Date:</b>	
<b>Staff Number</b>		<b>Appointment:</b>	
<b>Surname:</b>		<b>First Name:</b>	

Signed:.....  
 Manager/Principal

Signed:.....  
 Employee

Signed:.....  
 Director of Operations

## ABS Administrator Handbook

### Acknowledgement Page

2023-2024

Dear ABS Administrator,

Your signature below, indicating that you have received the ABS Principal handbook and policies contained therein, is required to complete the employment contract between you and ABS:

\_\_\_\_\_  
Administrator Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Job Title

\_\_\_\_\_  
Department