

This handbook is part of the employment agreement for each person who works at the Friends Schools, Ramallah/el-Bireh. By agreeing to work at the Schools, each person is affirming that she or he has read and understood the policies and expectations contained in this handbook and will abide by both its letter and spirit. These policies and expectations are evaluated on a regular basis by the Board of Trustees and can be changed to meet the needs of the Schools. Faculty are encouraged to discuss any part of the handbook with the Director or Principal.

Friends Schools
Ramallah/el-Bireh
Faculty Handbook
Revised July 2001

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PURPOSE STATEMENT OF THE FRIENDS SCHOOLS, RAMALLAH/EL-BIREH

The Friends Schools, Ramallah/el-Bireh strive to be leading educational institutions in the Palestinian community. The Schools were founded for the purpose of offering Palestinian youth a rigorous academic program undergirded by principles of the Religious Society of Friends (Quakers). Central to Quaker education is a vitality which comes from being a living expression of a religious life. Friends education seeks to promote a constant search for God in all human situations and to cultivate ethical, moral and spiritual values.

The Friends are committed to:

1. ***Excellence in education:*** Quaker education calls for high academic standards and a willingness to experiment with new methodology and curricula.
2. ***Developing the whole person:*** Quaker education is committed to helping each member of the school community realize his or her physical, mental, spiritual and social potential. It recognizes that every person is different, with varying abilities, which must be developed to the fullest extent possible.
3. ***Helping each person recognize her or his responsibility to society:*** Quaker education is committed to helping each person recognize her or his responsibility as a caring member of the school, community, nation and global family where "each lives for the other and all live for God." The Schools are committed to nurturing character traits such as integrity, simplicity, honesty, cooperation and compassion. The Schools believe in and encourage freedom of thought and expression. They expect, however, that this freedom be enjoyed with a full sense of responsibility. Quaker education advocates non-violence as a viable option for resolving conflict in every aspect of life. These values are best learned through example and practice as students, teachers, parents, workers and administrators interact with each other.
4. ***Equality:*** Quaker education believes that all people are equal before God regardless of gender, creed, culture, color or social status. Quaker education in Palestine has focused from the beginning on the education of women to develop their potential and realize their opportunity to be equal members of their community. Quaker education is built on the belief that "all are children of God" and that within each person "there is that of God to be nurtured."

It is upon this foundation that Friends Schools' students grow to be strong and sensitive members of their families, their community and the world in which they live.

EMPLOYMENT PHILOSOPHY

The quality of the Friends Schools, Ramallah/el-Bireh is fundamentally a result of the quality of the people who are employed by the Schools. All faculty are expected to maintain the highest level of professional and personal standards. This is especially important in view of the fact that many students look to their teachers as role models.

The Principal of each School is responsible to recruit all staff for his or her School. Wherever possible, the Principal will be aided by a Search Committee appointed by the Principal from the staff and the administration. The Principal or Deputy Principal will always be a part of the Search Committee. The selection process will normally include local advertisement and always be subject to interviews and reference checks.

Applications for work are received at each School. Educational experience, professional accomplishments, life experience and strength of character are some of the qualities the Schools seek in candidates for teaching and administrative positions. The decision to hire a person results from a belief that the candidate is the best person to fulfill a particular role within the school.

The Board of Trustees is responsible for determining all policies regarding terms of employment, salaries and benefits. The prevailing labor law in the Palestinian area is followed in the settlement of legal matters.

TERMS OF EMPLOYMENT - Teaching Staff

The Friends Schools, Ramallah/el-Bireh, employ both full and part-time faculty. A full-time teacher is defined as one who, in addition to assigned duty periods, teaches 26 periods per week in grade 1-6, or 24 periods per week in the grades 7-12.

Full-time faculty have 12-month contracts which are renewed annually. Part-time teachers have 10-month contracts.

Contracts are renewed annually based on staffing requirements and regular evaluations of a faculty member's professional and personal contributions to the Schools. These evaluations are the responsibility of the Principal and are made in consultation with the Deputy Principal(s). Evaluations could involve announced and unannounced visits to a classroom, interviews with the Principal and inspections of course outlines and lesson plans. Some of the issues that could be involved in the evaluations are: (1) a teacher's knowledge of the subject matter; (2) the creativity of the lesson plans and receptivity to them by students; (3) the balance of class activities; (4) the teacher's expectations of students; (5) the classroom environment; (6) the participation of the students in class activities; (7) discipline; (8) cooperation and effectiveness in implementing School philosophy.

The results of each evaluation will be conveyed to the teacher in a follow-up meeting with the Principal. A formal letter noting job performance, including positive and/or negative aspects, will also be placed in a teacher's personal file with a copy given to the teacher.

A faculty member's employment may be terminated before the end of a contract in the following ways:

1. by resignation, if the teacher resigns at the end of a school year (but before the end of the contract year). If the teacher has satisfactorily fulfilled all his or her teaching duties and other responsibilities, the full year's salary will be paid according to the contract.
2. by resignation, if the teacher leaves during the school year. If a teacher resigns and leaves the School during the school year, a thirty-day notice in writing must be given or one month's salary must be forfeited as compensation to the School for failing to fulfill the contract. All benefits will cease with the last day of work. The teacher may withdraw all monies in the pension plan.
3. by discharge for just cause attributable to the grave misconduct or fault of the teacher as determined by the Principal in consultation with the Director. In case of such termination, the teacher shall not be entitled to notice, termination pay or any other benefits except accrued pension plan monies. Salary shall cease as of the last working day.
4. by discharge for poor performance following three letters of warning. In case of such termination the teacher will be given a thirty day notice or one month's salary. All benefits shall cease on the same day as salary, with the person entitled to collect his or her pension plan monies.
5. by discharge due to extenuating circumstances such as a financial crisis. In case of such termination, the teacher shall be given a thirty-day notice or one month's salary. All benefits shall cease on the same day as salary, with the person entitled to collect his or her pension plan monies.

TERMS OF EMPLOYMENT - Non-Teaching Staff

The Friends School, Ramallah/el-Bireh, employs full-time non-teaching staff. A full-time employee, is defined as one who works a minimum of 40 hours per week.

Full-time employees have 12 month contracts which are renewed annually.

Contracts are renewed annually based on the Schools' requirements and evaluations of the employee's contributions to the Schools. These evaluations are responsibility of the Principal and are made in consultation with the Deputy Principal(s) of each School. Some of the issues that could be involved in the evaluations are: 1) Knowledge and skills to perform the role; 2) Consistency in doing the work well; 3) Co-operation with the others; 4) Abiding by the Schools policies and philosophy.

The employee's employment may be terminated in one or more of the following ways:

1. by resignation, if an employee resigns at the end of the contract year. If the employee has a satisfactorily fulfilled all responsibilities they will receive all salaries and benefits due.
2. by resignation, if an employee leaves during the contract year. If an employee resigns and leaves the school during the contract year, a thirty day notice in writing must be given, or one month salary must be forfeited as compensation to the Schools for failing to fulfill the contract. All benefits will cease the last day of work. The employee may withdraw the monies in the pension plan.
3. by discharging for just cause attributable to the grave misconduct or fault of the employees as determined by the Principal in consultation with the Director. In case of such termination, the

employee shall not be entitled to notice, the schools termination pay or other benefit, except accrued pension plan monies. Salary shall cease as of the last working day.

4. by discharge for poor performance following three letters of warning from the Principal or Director. In case of such termination the employee will be given a thirty day notice or one month's salary. All benefits shall cease on the same day as salary, with the person entitled to collect his or her pension plan monies.
5. by discharge due to extenuating circumstances such as a financial crisis. In case of such termination, the employee shall be given a thirty-day notice or one month's salary. All benefits shall be paid to the final day of employment, but such benefits will cease on the same day as salary, with the person entitled to collect his or her pension plan monies.

Friends Schools have a common retirement policy for both teaching and non-teaching

1. This policy is Friends School policy effective in this revision from September 1st, 2001 and applicable to all employees whether manual workers, teachers or administrators.
2. The formal age for retirement at Friends Schools is on an employee's 60th birthday. Normally, employees may expect to be asked to continue their full time or part time paid employment until the end of the academic year in which they reached the age of sixty.
3. In exceptional circumstances an employee may be invited by the Principal/Head of School, in consultation with the Director, to renew their annual contract beyond the year in which they reached their 60th birthday.
4. In such exceptional circumstances, this invitation may be repeated on as many occasions as is appropriate.
5. Exceptional circumstances include excellence in performance, difficulty in replacement recruitment, particular skills and experience that are of exceptional value to the school.
6. The terms and conditions applied to employment extended beyond retirement will be identical to the general terms and conditions applicable before retirement in the case of either part time or full time employment.

BENEFITS OF EMPLOYMENT

Full-time teachers and employees may take advantage of the following benefits:

(1) Medical Insurance:

The Friends Schools make the following monthly contributions to a group medical insurance program chosen and contracted independently by the faculty/staff committee or to another plan in which an individual employee is enrolled. In no case shall a monthly contribution by the Schools exceed an employee's actual monthly expense for the medical insurance program.

- monthly payment of up to \$20 per employee for single coverage
- monthly payment of up to \$27 per employee for coverage for a couple*
- monthly payment of up to \$37 per employee for family coverage*

(*except in case both spouses are employees of the Friends Schools; in the case of a couple one payment of up to \$20 and a second payment of up to \$20 would be made; in the case of a family one payment of up to \$20 and one payment of up to \$27 would be made.)

(2) Priority Admission to the Schools for Eligible Children of Employees

- a. Staff members children have the priority right of admission over non-staff applicants, provided that they meet the following 2 admission requirements;
 - i. Unless they are entering lower kindergarten, staff members' children must have achieved at least an average grade of 'C' in their previous school. Non-staff members' children may be required to have a higher grade than 'C' as a minimum entry requirement.
 - ii. Staff members' children must achieve at least the average grade of the students in the current year on the entrance or admission tests. This average is established each year by sample testing of present student
- b. The staff members' waiting list, is then arranged in order by date of application. e.g. A staff member's child who has successfully applied (passed the criteria) in June, 2000 has a place on the waiting list, ahead of one who successfully applied in July, 2000.
- c. Once staff members' children are placed, the children of non-staff are screened, prioritized and if successful, admitted, if there is space.

(3) Partial Tuition Remission for Children of Employees

Children of full-time employees may receive partial tuition remissions according to the following guidelines*:

[*except employee's hired full-time before the 1995-1996 School year who receive full tuition remissions under a previous benefit policy]

a) no tuition remission is available for an employee's child until the employee completes one full calendar year of continuous full-time employment, or its equivalent at the schools.

Note: i) any uninterrupted period of part-time employment, immediately prior to full-time employment at the school will be counted on a pro rated basis towards the calendar year requirement for tuition remission, e.g. 2 year part-time at .5 time, equals 1 year full-time.

ii) in cases where a calendar year of employment does not correspond to a school year, upon completion of the calendar year of full-time employment, (or its equivalent as a noted in i) above), tuition remission will be provided for the remainder of the school year on a pro rated basis. e.g. if .5 of year remains, the employee receives .5 of the tuition remission benefit for that year.

b) full-time employees who have completed a calendar year of continuous full-time employment at the Schools receive a 75% tuition remission for each child enrolled at the Schools up to a maximum of three children, and 25% tuition remission for each additional child enrolled at the school, provided that:

i.) the employee pays the annual registration fee and all other fees assessed to students at the Schools, as well as that portion of tuition not covered by the tuition remission benefit.

ii) the child meets the conditions for admission (including available space and entrance test results) and continued attendance at the Schools required of all students.

iii.) the child maintains an overall C average in his or her studies (a student's eligibility for the employee tuition remission benefit will be assessed at the end of each semester; if a student's average falls below C in one semester, he or she will not be eligible for tuition remission for the following semester; the student will again be eligible for tuition remission in the semester after his or her semester average rises to C or above).

(4) Professional Development of Staff at Friends School.

Staff members are encouraged to participate in continuing education and training courses, approved by the Principal, which will enhance their effectiveness as employees at Friends Schools. The Training Policy with regard to members of staff and the incremental credits that are awarded on completion of agreed courses/training are explained in Appendix A and B. at the end of this handbook.

(5) Pension Plan

Faculty members may elect to participate in the pension plan of the Friends United Meeting. Normally retirement occurs at the end of the school year in which the employee reach 60 years. Exceptions may be made by the Principal in consultation with the Director. Five percent of the participant's base salary will be deducted from each salary payment. After one year of full-time service, the Schools will contribute an additional eight percent of a participant's base salary to the pension plan. (In case an employee leaves after one year of service the five percent deduction will be refunded; in case he or she continues employment the five percent for the first year will be deposited in the pension plan along with the employee's five percent and the Schools' eight percent for the second and subsequent years.)

The employee is entitled to receive the full amount of his or her contribution and the Schools' contribution to the plan, plus the interest earned, if and when the employee ceases to work at the Friends Schools, Ramallah/el-Bireh. A person who withdraws from the pension plan cannot join it again.

(6) Maternity Leave

A full-time female employee who has worked at the Schools for one year is entitled to a maternity leave of three calendar months with full salary. Prior to the start of the maternity leave, the employee should prepare plans for her work during maternity leave and meet with any substitute before commencement of leave. In the case of a teacher, the teacher should submit lesson plans for the duration of the leave and discuss them with the substitute teacher.

(7) Bereavement Leave

A teacher is entitled to a paid leave of absence of three working days to attend the funeral and take part in the bereavement of a close family member (close family members are parents, children, brothers, sisters and parents in-law.) For death of more distant relatives, a one-day paid leave of absence is permitted- (not to be deducted from sick days).

(8) Sick Leave

Employees are entitled to ten working days of paid sick leave per year. Of these ten days a maximum number of five may be taken for family sick leave (i.e. if the employee's child is ill).

Any of the ten sick days not used in a given school year shall be carried forward to the next school year. This carry-over of unused sick days may continue for multiple years up to a maximum number of 45 accumulated sick days. No further accumulation of useable sick days will occur beyond the maximum of 45. (Should illness cause an employee to exhaust his or her accumulated sick days, from that point forward the disability pay provisions of the local law in force at the time would begin to take effect.)

An employee's unused sick days will continue to be counted beyond the 45-day useable maximum, however, for the sole purpose of providing compensation for unused sick days upon retirement. (This provision shall not apply in case of termination of employment at the Friends Schools for any reason other than retirement consistent with the provisions of the local law in force at the time.) Upon termination of employment at the Friends School by retirement the retiring employee shall be paid \$20 (twenty U.S. dollars) for each unused sick day to his or her credit at the time of retirement. For the purpose of this compensation alone, there shall be no maximum to the number of accumulated unused sick days.

This provision shall take effect and sick days shall begin to accumulate as of 1 September 1999.

A doctor's sick report may be required for any sick leave or family sick leave of one or more than one day's duration at the discretion of the Principal or Director.

(9) Personal Days

Employees are entitled to two personal paid leave days per year to meet bona fide needs. Personal leave days must be requested and approved in advance by the school Principal. (not to be deducted from sick day).

To ensure the proper functioning of the Friends Schools, permission to use Personal Days will fall within these parameters:

1. One Personal Day will be allowed each semester.
2. Application for use of a Personal Day will be made 2 weeks ahead of the day to be used.
3. Personal Days may not be taken 2 weeks before or 2 weeks after the mid year break, or 2 weeks before or 2 weeks after the summer break, which ends the school year.
4. Application for a Personal Day must be submitted in writing on the Application Form available from the Principal.

(Occasionally, for good cause, the Principal may make an exception to these guidelines.)

(10) Bonus

Full-time employees receive a bonus payment by the end of the academic year equal to one half of one month's base salary.

Part-time employees receive a bonus payment of 35 US dollars by the end of the academic year.

(11) Unpaid Leave

Unpaid leave of up to one year may be granted at the discretion of the Principal in consultation with the Director for any bona fide reason that serves both the interest of the employee and the interest of the Schools. Timely application for an unpaid leave must be made in writing to the Principal and Director. The employee will be notified in writing of the decision and any conditions regarding a grant of unpaid leave. An unpaid leave for a full school year will not be a year of experience for salary purposes. An employee seeking an extended unpaid leave must have served at least two years at Friends Schools and must request the leave no later than 15 April for the following academic year. Successful candidates for unpaid leave will not receive employee benefits for the duration of the leave. The time of the Unpaid Leave will not be included in calculating the staff member's experience as it relates to salary and compensation calculations. By April 30 before the academic year of expected return, employees on extended Leave of Absence Without Pay, must notify the Principal of their school of their intent for the following academic year. Failure to do so will result in forfeit of the guarantee of employment at the Friends Schools for the following academic year.

11a) Unpaid Leave to Attend a Child's Graduation

An employee may take an unpaid leave to attend a child's college graduation, but only for the minimum period of time required to attend the graduation and, if international air travel is involved, for any additional period of time -- up to a total leave period of not more than 12 calendar days -- required to obtain a more advantageous roundtrip airfare. In addition, in order to qualify for this leave an employee must:

- a) request the leave in writing no less than 90 days before the commencement of the leave,
- b) prepare satisfactory lesson plans and make any other advance preparations for the period of absence requested by the School and
- c) Coordinate the days of absence with the School with a view to best facilitate both attendance at the graduation and the minimum possible disruption of the end of the Friends School year.

11b) Unpaid Leave Granted for Personal Reasons

Occasionally, when Personal Days are exhausted, staff may have Unpaid Leave granted for personal reasons such as citizenship application, visa extension, death of a close friends, Christmas holidays with family members, etc. Such Leaves are approved by the Principal in consultation with the Director.

Note: In cases where 6 or more Unpaid Leave days are accumulated within one month, the

taxation rate will be recalculated for that month, resulting in lower taxation for that staff member.

11c) Holiday entitlement during unpaid leave

There is no holiday entitlement during any period of unpaid leave.

On a one year period of unpaid leave, there is no paid holiday entitlement during the summer break.

However, if a period of approved unpaid leave commences in the middle of a first semester and ends at the end of the first semester in the same year, paid holiday entitlement will be granted to the staff member between the first and the second semester.

Teacher Responsibilities

A teacher at the Friends Schools, Ramallah/el-Bireh has many responsibilities. Many of these responsibilities are outlined below. In addition to the actual teaching, a faculty member may be assigned to be a homeroom teacher, lead an assembly program, serve duty periods, attend workshops, faculty and departmental meetings, cover a class for an absent teacher, take part in field trips, supervise other student activity or carry out any other reasonable duty assigned by the Principal.

(1) The School Day

The school day will be determined by the Executive and may vary through the year according to circumstances e.g. Ramadan. Teachers are expected to be in school one half hour before the *first period* of the school day and should be present regardless of whether or not they have classes at the beginning of the day. A faculty member who does not have a class or a duty to perform and has not been requested to remain by the Principal/Head of School has permission to leave the school premises for private reasons in their free periods only if the faculty member informs the office of their intention to leave the premises before their departure.

(2) Course Preparation

a) By the end of the first week of school, a teacher must submit to the office an outline plan for the year for each course he or she has been assigned to teach. Where there is a Department Head, it will be the responsibility of the Department Head to collect copies of such plans from subject teachers and submit them to the office by the end of the first **two weeks** of school.

This year plan should include

- i. the *agreed* short course description,
- ii. the name of the units to be covered
- iii. a timetable in weeks for each unit from the start of the school year and
- iv. a statement of how the students will be assessed for the course (i.e. daily notes, journals, quizzes, tests, book reviews, term papers etc.). This outline should be also provided to each student to share with their parents/guardians in the first week of classes.

b) Teachers must have daily lesson plans. Prior to entering a class, every teacher should be able to state the objectives of that lesson and the methodology to be used in teaching those objectives.

c) Teachers should also prepare lesson plans for substitute teachers in case of absences. It is the responsibility of the Department Head to ensure that such emergency plans are on file in the Office. Where there is no Head of Department, the subject teacher has that responsibility.

(3) Discipline

The Discipline policy governs the relationship between pupils and teachers in our schools. In general the policy is based on an assumption of mutual respect between adults, young people and children. Treating students fairly, listening to their complaints, and stating objectives and expectations clearly and in good time can help in achieving good discipline and a good classroom atmosphere.

Teachers are expected to maintain full control of their class and should, if at all possible, handle all classroom discipline matters. Only in extreme cases should the Principal or other administrators become involved in classroom discipline problems. Abusive language and corporal punishment are unacceptable means of maintaining discipline and their use could result in immediate dismissal.

Teachers are required to keep students in class until the bell rings marking the end of the period. Students may not be released from class early for any reason. In case a teacher has a valid reason to take a class out of the classroom e.g. to the library, the teacher must remain with the class at all times.

The teacher should be the first person into a classroom at the beginning of the lesson and the last person to leave it at the end of a lesson.

(4) Student Assessment

Any assessment of a student's academic performance, school community contribution or conduct in Friends Schools, Ramallah/EI-Bireh has one or more of several purposes

1. As a help for the student in marking his or her progress in the school
2. As an opportunity for the student to gather the learning achieved over a period in a summary exercise.
3. As a source of encouragement and reward for the student,
4. As an assessment of the effectiveness of learning of the class as a whole for the teacher.
5. As an evaluation of progress for parents
6. As a component of an assessment of a student in public examinations or any public/community accountability e.g. reference.

Students are evaluated in all their subjects on a quarterly basis. These grades are based on tests, quizzes, and other work for each subject graded through the quarter. In order to have a proper assessment of each student, it is important to have a sufficient number of grades in the grade book which each teacher maintains. The number of major assessments e.g. tests or research papers, should always exceed or equal the number of periods per week.

The grading scale of the Friends Schools, Ramallah/el-Bireh is as follows:

A+	=	97-100%	
A	=	90-96%	Excellent
B+	=	87-89%	
B	=	80-86%	Good
C+	=	77-79%	
C	=	70-76%	Average
D+	=	67-69%	
D	=	60-66%	Below Average

Letter grades using the grades above are to be recorded on report cards, number grades are to be recorded on the grades sheets which are reported to the Office of Education. In recording number grades on the grade sheets, grades of between 46% and 49% are not to be recorded, as the Office of Education will automatically raise them to 50%, recognizing the margin of error in assessment.

It is the policy of the Friends Schools, Ramallah/EI-Bireh not to record grades 56-59% in school based assessment as these should normally be recorded as a passing grade of 60. However teachers may use their professional judgement in assigning raw scores of 56 or 57 as a passing grade of 60 or a failing grade of 55. This policy again recognizes the margin of error in assessment and gives the student the benefit of the doubt.

It is also the policy of the Friends Schools, Ramallah/El-Bireh not to record on the grade sheets a failing grade of less than 30%. This policy recognizes that attendance at school and co-operative presence in the classroom must result in a minimum level of learning which would be unfairly stated as less than 30%. This policy also ensures that any student still has the incentive to achieve a passing grade by the end of the academic year.

b) Normally mid-term and end-of-year exams are given to students in the 6th grade and above, providing a further means of assessment and a separate grade on a student's record card. Mid-term and end-of year exams are given during a special exam week in which all teachers help invigilate (proctor) the exams. Alternative assessments substituting for such mid-year and end-of-year examinations are possible after consultation with Heads of Department and with the agreement of the senior administration

Each semester grade for each subject is based on the average of the two quarter grades and the exam — the exam constituting 20% of the semester's grade.

c) Twice a year, teachers are to complete a special evaluation form on each student. It is the purpose of this form to give parents and students a more complete picture of the progress and the ability of the student. It is distributed with the report card.

d) Cheating on tests or plagiarism on written reports are serious infractions at the Friends Schools, Ramallah/el-Bireh. Students caught cheating or plagiarizing are to be given a 0% grade on that assignment and conduct grade for the quarter in which the infraction occurred.

Mid-term and end-of year exams are given during a special exam week in which all teachers help invigilate (proctor) the exams.

(5) Yard/Building Duty

In order to maintain a safe and orderly environment in the schoolyard and buildings, stop harassment, break-up fights, administer first-aid when necessary, minimize littering and insure that students go promptly to class when the bell rings, faculty members are assigned to yard and building duty. During the week this duty entails being in specific assigned areas (such as in the school buildings or at the school gate), during recess, at the lunch breaks, and before or after the school day.

For the professional teacher, yard/building duty during the school day is another opportunity to relate to students in informal ways outside the school classroom. It is an opportunity for relationship building and can be a help to students and teachers to learn to respect each other as individuals. The exercise of a community discipline is an important part of the effectiveness of this process.

Part time teachers may be asked by the Principal to help with yard/building duties.

(6) Meetings: Attendance of faculty is required at faculty meetings and departmental meetings. When assigned, faculty attendance is required at various School Committee meetings e.g. Discipline Committee, Graduation Committee, etc. which are often held after school hours at the end of the school day.

Part time teachers may be asked by the Principal to attend meetings held during the school day or after school hours.

(7) Parent-Teacher Meeting/Conferences: At the end of the 1st and 3rd grading periods parent-teacher meetings are held at each school, where teachers share the progress of the students. At this time also teachers can outline the objectives of the course and inform parents how they might help their child with school work at home.

Throughout the year, teachers and parents can request conferences with each other. Such conference must take place during a teacher's regular conference hours or by appointment during free periods. Class time is not to be used for this purpose.

Teachers will be asked to identify regular conference hours at the beginning of the school year and these hours will be posted in the secretary's office and sent to parents.

Part time teachers are also expected to attend Parent-Teacher Meetings/Conferences held during the school day or after school hours.

(8) Homeroom Teacher:

At the beginning of the school year, faculty members are assigned a homeroom. Homeroom teachers have the following main responsibilities;

- to take attendance at the beginning of the day, check that students are wearing school uniform and marking students present, absent or tardy in the class attendance book,
- to attend to pastoral matters relating to pupil/student's welfare ensuring communication with the administration as necessary.
- to act as an advisor for the pupils/students of his or her homeroom
- to attend to disciplinary matters, in support of the administration, as they affect the day to day behaviour of the pupils/students belonging to the homeroom.
- to check grade records with the computer printouts to ensure no errors.
- to prepare government grade sheets at the end of the year

(9) Weekly Assembly Program: Once a week students gather for an assembly program in which announcements are made, events commemorated, and special lectures and other programs take place. Teachers and students share the responsibility for these assemblies. Because assemblies are the only time that the entire school community gathers together, all teachers are expected to attend assembly programs unless specifically excused by the Principal.

(10) School Handbook: All faculty members are expected to read the School Handbook and become familiar with and consistently enforce the rules and expectations of students at the Friends Schools, Ramallah/el-Bireh.

11) Faculty Resource Center and Support: On each campus there is a collection of materials which teachers can consult in preparing their lessons. These may be found in the school libraries, department offices, classrooms and resource centers. Responsibility for the development of these resources is shared by department coordinators and the administration. Either the department coordinators or administrators can be approached for teaching ideas and to share concerns or problems.

(12) Smoking and Alcohol Policy: The consumption of alcohol in the school buildings or in the school grounds is strictly forbidden at any time during the school day or at any events sponsored by the school at any time. No drinking alcohol may be stored on school premises. No drinking alcohol may be taken or consumed on any school trip.

Smoking is permitted in designated areas only i.e. the staff rooms. Smoking is not permitted elsewhere on the school premises.

(13) Employment Outside of School and Tutoring of Friends Students: A full-time job at the Friends Schools, Ramallah/el-Bireh involves more than just being on campus during school hours, but also taking part in extra-curricular activities after school and preparing lesson plans, writing and correcting quizzes and tests, correcting papers, etc. at home. If a teacher wishes to engage in some other work outside of school responsibilities, he or she must seek the agreement of the Principal. Faculty may not tutor their own students in or outside of school for money or other compensation.

(15) Vacation Policy: Holidays are those determined by the Schools' executive committee and found on the Schools' calendar. Due to the timing of some religious holidays and other factors, it is sometimes difficult to determine the exact dates for school vacations. In addition to summer vacation, important Christian and Muslim days are observed. Before making any vacation plans, teachers should consult with the Principal to be sure that their departure dates for vacations do not result in any conflict.

APPENDIX A: FRIENDS TRAINING POLICY – SCHOOL FUNDED

SCHOOL FUNDED COURSES, WORKSHOPS AND OTHER TRAINING OPPORTUNITIES FOR FRIENDS SCHOOL EMPLOYEES

(ADMINISTRATORS/TEACHERS/MAINTENANCE WORKERS).

1. Friends Schools place a high value on all quality training for all of its staff whether as teachers or in the administration or in maintenance as a contribution to a professional development policy. Responsibility for professional development of individual members of staff lies with that member of staff and with the administration of the schools. It is a responsibility equally shared.

The role of the Friends Schools in Professional Development

2. Professional Development of the employees of Friends Schools is seen as an essential part of good management both in the quality of education in our schools and in the efficiency of its administration. In a rapidly changing environment, it is necessary to review the skills and knowledge of each employee and to offer training/further education to ensure that employees have the competence necessary to work efficiently and creatively in order to be at the forefront of their field.

3. Training is also recognised as an investment in the quality of educational provision at our schools. Training also contributes to the motivation of our staff team. Training and further study may lead to a change of post within the school or may lead to additional responsibility being given.
4. The Principal/Head of each school ensures that the professional development needs of each member of staff and each employee are considered and acted upon as a part of an annual review or appraisal.
5. Each year's budget will include provision for the cost of short term courses, workshops and other training opportunities which demonstrate benefit to both the professional development of individuals and the quality of education at Friends Schools.
6. The needs of the school are in all cases of first importance and the attendance at such events has to be planned so as not to disrupt detrimentally the smooth running of the schools and has to be affordable within the budget allocation for the school year.
7. The Friends Schools award no increments for attendance and completion of school funded courses, workshops or other training opportunities.

The role of the employee in their own professional development

8. Every employee of Friends Schools is expected to maintain and continually improve upon their level of professionalism in doing their work by taking advantage of such courses and training provided and funded by the Schools. This enables them to perform their present work more efficiently and effectively and to be at the forefront of their field.
9. On accepting to attend such courses or training, the employee will sign an agreement expressing a commitment to work at the school for a period of time. For example, IB training courses would normally require a two year commitment to teaching in the school. If such a commitment is broken, then a full reimbursement of the cost of such training would normally be expected. In all cases, the terms of such an agreement are determined, in the first instance, by the Executive of Friends Schools and thereafter by precedent.

Administration of all planned training

10. Courses and training opportunities will be considered by the Principal/Head of School in the context of the most recent appraisal interview.
11. Approval for attendance at any individual training event/educational course will be given in writing by the Principal/Head of School and a copy added to the staff members/employee's file.
12. On completion of the course or training a note will be added to the file acknowledging attendance and completion of the course or training and indicating the nature of it.

Principals/Heads of School and Deputy Principals

13. The Principal/Head of School and the Deputy Principals have responsibility to plan attendance at such training events or courses as are appropriate to their own professional development. Such planning should take place in consultation with the Director *and*, in the case of the Deputy Principals, with their Principal/Head of School. Attendance requires the agreement of the Director and approval in advance and, in the case of the Deputy Principals, also of the Head of School or Principal.
14. Reports for all such courses and training events are presented to the Executive in writing and also to relevant staff committees.

APPENDIX B: FRIENDS TRAINING POLICY – SELF FUNDED

PARTIALLY OR FULLY SELF FUNDED COURSES AND TRAINING OPPORTUNITIES FOR FRIENDS SCHOOL EMPLOYEES

(ADMINISTRATORS/TEACHERS/MAINTENANCE WORKERS).

1. Friends Schools place a high value on all quality training for all staff whether as teachers or in the administration or in maintenance. Employees may decide that they wish to attend training courses or commit themselves to further study as a consequence of independent planning of their own professional development that they intend to self fund.

Process for recognition of self funded training or academic study

2. If incremental recognition of such training or such courses is sought by the employee, applications have to be made in writing on the approved forms and submitted to the Principal/Head of School. The Principal/Head of School or the Director in the case of the senior administrative team, will write a letter to the applicant if approval is given. The letter will state the incremental recognition that will be awarded on successful completion of the course or training. The award will be equal to a stated number of **Training Increments** based on the number of **Training/Meeting Hours** acknowledged by the Principal/Head of School or Director. A copy of this letter will be placed on file.

3. Care must be taken to ensure that written approval by Friends Schools has been given for any course or training opportunity before any commitment is made to undertake such a course or training if an employee wishes to have **Training Increment** awarded on completion.
4. **Training Increments** will be provided only if the employee has paid for the full cost of all completed courses or training which has been approved. In a situation where the employee has independently sought and found funding from other sources than Friends Schools, the training or courses will still be eligible for increment award.
5. Courses and workshops provided by the Ministry of Education specifically for schools are not eligible for incremental awards. These are provided by the Schools in co-operation with the Ministry of Education for the benefit of the school as a whole and attendance, if required by the Schools, is seen as part of the employment contract. In such circumstances, however, out of pocket expenses such as travel expenses would be reimbursed.
6. If a course at any level is not fully completed then no incremental credit will be awarded for the **Training/Meeting Hours** attended.

The nature of the award

7. Providing a course is fully completed, each 75 **Training/Meeting Hours** is awarded one **Training Increment**. There is no limit to the number of **Training Increments** earned in this way, providing courses have been first approved.
8. The number of **Training/Meeting Hours** assigned to a completed course will be agreed by or determined by the Principal/Head of School and the Director once provided with documentary evidence. If necessary, any such an agreement or determination will be made in consultation with the training or course provider. Normally only hours of 'supervised training or tuition' will be considered as **Training/Meeting Hours**.
9. All university degrees awarded during the tenure of a teacher at Friends Schools may be eligible for incremental awards at Friends Schools providing that
 - i. the courses attended have been approved by the Principal/Head of School and the Director before the outset of further study and
 - ii. the institution attended during the course is approved by the Principal/Head of School and the Director
 - iii. the component courses leading to the award of the degree have not already been awarded increments. In such circumstances the number of credits or **Training/Meeting Hours** awarded on successful completion of the university degree will be adjusted accordingly.

APPENDIX C: USE OF INTERNATIONAL VOLUNTARY STAFF AND INTERNSHIPS

Friends Schools General Principles:

Friends Schools warmly welcome the contribution from international volunteers. Those working with us as Christian international volunteers are seen to express a 'ministry of presence' and an empathetic solidarity with the people of Palestine. A part of their responsibility as International Christian volunteers is to provide their sending agency and their Church at home with an insight into the situation in which they work with its unique gifts, distinctive opportunities and particular difficulties.

The value of international volunteers as a window on the world outside Palestine through which our students and staff may look is invaluable. International volunteer can provide challenges to local perspectives which can enable the volunteer and the Friends School community to grow.

Friends Schools also recognise the part that they play in providing international volunteers with opportunities for personal development and for providing volunteers with opportunities for service in response to their religious faith and/or spiritual journey. Friends Schools undertake to support such staff in their search for growth.

Friends Schools also wish to support their educative role with international volunteers in helping them to understand the political, social and religious context of Palestine and wish that such a better understanding will contribute to a more effective world citizenship and world peace.

Friends schools see international volunteers as undertaking three distinct roles;

- i. as consultants
- ii. as teachers
- iii. as interns

Any appointment that is made must necessarily be with individuals who feel comfortable with Friends Schools General Principles as expressed above and feel able to make a contribution in support of them.

Terms and Conditions:

The basic principle that Friends Schools use in deciding terms and conditions with international volunteer sending agencies is that the school can not and should not offer terms and conditions to international volunteers that cost more to the school in total than a local appointment for a person with comparable qualifications and experience.

The Friends Schools are not for profit organisations that are attempting to provide model quality schools and other educational services to the Palestinian community. We are unable to pass the charge for such services fully to the parents of children at the schools particularly at this time. We are therefore very grateful whenever an international Christian agency can offer Friends Schools financial support in meeting its costs of employment with International Volunteers. This is warmly received as a contribution to the quality of education that we are seeking to provide our students by releasing funds for use in scholarships, curriculum and/or site development.

Each agency agrees with Friends Schools the terms and conditions of their volunteers.

As a guideline, Friends Schools can provide free accommodation and is willing to provide a local salary or modest monthly allowances. Health Insurance on the local teachers scheme is available. For FUM volunteers it is possible that they can be included in the FUM Pensions savings provision.

All volunteers will receive general support from the Schools which would normally be the responsibility of the Director to whom all international staff are ultimately accountable.

An agreement will be drafted which would express tasks, terms and conditions, relationships and accountabilities appropriate to the appointee, the Friends Schools and any participating agency.

Consultants: for people with substantial experience at a senior executive level in the field concerned.

The role would include research, advice and training. The task would have a single issue focus. The issue will be one of current concern to Friends Schools where the Executive and Board of Trustees would welcome a different perspective. A written report and proposals would be the outcome of the placement.

The appointment would be made by the Executive of Friends Schools by selection based on presentation of c.v, references and interview reports deriving from a process recognised by the Executive as proficient. The person appointed would not only have the required qualification and/or experience but would also be selected on the same personal criteria as anyone working cross culturally except that the person has to be sufficiently experienced to adapt quickly and respond sensitively and directly to the particular issues.

It is a voluntary post designed for appropriately qualified people who would like some further international experience or a career break. An appointment would be for a definite period by negotiation according to the particular task. The period could be as short as a few days or as long as a year according to the task and the availability of the candidate. The person sought would have substantial experience such in, for example, the following areas:

Educational Management
Curriculum Development
Conflict Resolution
Community Development
Site Development/Income Generation
Strategic Planning

Teachers: A minimum requirement is a Bachelors degree. Ideally teachers appointed will be qualified teachers with two years experience.

The appointment would be made by the Executive of Friends Schools by selection based on presentation of c.v, references and interview reports deriving from a process recognized by the Executive as proficient. It is expected that selection interviews in this process will be held internationally by participating organizations. It is also hoped that a person with a good record of performance at Friends Schools as a teacher or administrator would be included in the selection process. International Volunteers as teachers will be native English speakers or people with similar proficiency. A judgement would be expected from the participating organization on whether there is evidence that the candidate is likely to have the right personality including particularly cultural sensitivity, intelligence and knowledge to make an effective contribution as a teacher in Palestine.

An appointment would be for a minimum of two years.

Social Studies/History
English
Ethics and Personal/Social Development
Art and Music.

Internships: for undergraduates, graduates or others with particular skills and experience.

The same selection procedures will apply to internships as to teachers. The same personality and intelligence criteria should be applied.

This programme would be directed to individuals who could offer periods of service from a semester (about three months) up to two years. It might be an appropriate placement for Junior Year abroad undergraduate.

Teaching Assistants in English and Sports
Training Artists, Musicians and Actors in residence who could inspire, assist and, where appropriate train our students.
Youth Work and Out of School Activities Assistant
Fund-raising Assistant

10. The **Training Increment** will be equal to the **minimum increment** in the current scale agreed by Friends Schools that is applicable to the employee. This increment will therefore disregard the number of years employed at the school.

Formal acknowledgement of completion of training or academic study and payment

11. Staff members or other employees of Friends Schools must submit a report on the event or course on its completion in a form agreed with the Principal/Head of School or Director as appropriate before any **Training Increment** will be awarded.

12. Providing all such satisfactory assessments, reports and other documentation have been presented to the Head of School/Principal or Director, a salary adjustment will come into effect from the beginning of the first calendar month after such a presentation.