



Manarat School - Kuwait
(MSK)

STAFF HANDBOOK

2023 – 2024

STAFF HANDBOOK
TABLE OF CONTENTS

Message from Principal	4
Mission and Philosophy Statement	5-6
Management Structure	6
MSK Curriculum	6
Specialist Services	6-7
Instructional Programs	7
School Hours	7
Staff – Human Resources Information	7-8
POLICIES AND PROCEDURES	9-15
Expectations and Responsibilities of all Staff	
Absences – Transportation (items listed in ABC order)	
Appendices	
Appendix A: MSK Attendance, Performance and Conduct Guidelines	
Appendix B: Kuwait Labor Law	
Appendix C: Professional Dress Code	
Appendix D: Code of Professional Conduct	
Acknowledgement Form	Last Page

September 2023

Greetings to all and welcome to MSK for all the new staff.

We would like to congratulate you for productively completing the past academic year and commend all your efforts in achieving that.

We are very happy to announce that this academic year, we will have our CIS onsite Evaluation visit and we will work together to make it a successful one.

We will continue to support our students at all aspects and we look forward to another excellent year ahead.

Kind regards,

Samar Haddad, MA.Ed
Principal
Manarat School - Kuwait



MSK- Kuwait (MSK)

MSK– Kuwait opened its doors in the fall of 2007, chartered by the Kuwait Ministry of Private Education, to serve the educational needs of children with learning difficulties and special needs, Pre K – Grade 12. We graduated our first class in June of 2011. The school was awarded accreditation by the Council of International Schools in August of 2012. The school is located near the American University of Kuwait in Salmiya.

Mission and Philosophy Statement

The mission of Manarat School-Kuwait (MSK) is to provide high quality learning that empowers students with Learning Difficulties (LD) to become independent learners who are critical thinkers and responsible global citizens.

Our program aims to provide the structure and support needed to help students reach their academic potential. Students may graduate through one of two Ministry-approved plans: a standard high school diploma which may be Literary or Scientific, or a certificate of completion with the ASDAN Award program.

Our teachers, instructors and support staff provide:

- student-centered programs which are collaborative and provide life-related learning;
- a two-tiered educational program in Secondary School;
 - The Challenge Academic Program (CAP) and Modified Academic Program (MAP) (ASDAN)
- Arabic programs as required by the Ministry of Education;
 - Arabic Language, Islamic Studies and the Holy Qur'an;
- Individual Education Plans (IEPs);
- Formative and summative skill assessment using valid and reliable assessment tools (e.g. TORC)
- support services and therapies: speech, physiotherapy, occupational therapy, reading, math, behaviour Intervention and career advising
- short-term counseling, crisis intervention and testing services;
- learning resources and activities, such as computers and library/media center; and
- instruction in art, computer literacy, physical education and swimming.

The Guiding Principles of MSK are:

1. We provide high quality learning by:
 - i. Creating a culture and climate that is conducive to learning and engagement.
 - ii. Providing a safe learning environment where learners are supported, encouraged and challenged.
 - iii. Using current research-based practices and technology to support deeper thinking.
2. We empower students to become independent learners by:
 - i. Teaching them to use information and resources independently.
 - ii. Appreciating their abilities and creativity.
 - iii. Understanding their potential and developing their desire to achieve.
 - iv. Teaching them to take pride in their accomplishment thereby enhancing self-esteem.
3. We empower students to become critical thinkers by:
 - i. Modeling and teaching critical thinking skills.
 - ii. Supporting students to reach higher levels of Blooms Taxonomy.
 - iii. Using instructional strategies by including open ended discussions, problem solving, authentic assessment and real-life situations.
4. We empower students to be responsible global citizens by:
 - i. Promoting cultural understanding and celebrating diversity.
 - ii. Teaching universally-accepted ethics and morals.
 - iii. Providing knowledge of other cultures through the study of Social Studies, World Geography and World History.
 - iv. Adhering to the United Nations' Universal Declaration of Human Rights as well as the Declaration of the Rights of the Child.

Management Structure

The school is governed by a Board of Directors. The school has a General Manager – Mr. Nouri Al Dawood. The members of the Administrative Team are: School Principal – Samar Haddad, Vice Principal of Administration – Maryam Al Hussayan and Vice Principal of Curriculum and Instruction – Dimitrios Gkantidis. These members are often referred to as “Admin” throughout this handbook.

MSK Curriculum

Our curriculum will continue to be modified as we undertake further development of the MSK Curriculum. The basis for our curriculum is from the United States for courses offered in English. The Arabic and Islamic Studies curriculum are from the Ministry of Education in Kuwait.

MSK teachers and teaching assistants participate in annual in-service training on the curriculum. Each academic teacher will be provided with the materials required for teaching at each grade level and in each subject area. Textbooks at each grade level are aligned to the curriculum.

Various assessments are used to determine each student’s instructional level in reading and math for admission for MSK. Instruction, textbooks and materials are differentiated to meet student needs within a small group environment. The goal for each student is more than a year’s progress in a school year.

Lesson plans are turned in weekly to the VP of Curriculum and Instruction or to the Arabic Language Coordinator. The lesson plans are expected to document alignment with the curriculum and the IEP.

Throughout the year, students may take benchmark tests to determine the objectives that have been mastered and those that must be targeted for the remaining year. Students participate in a variety of assessments which document mastery and assist in the planning of IEP goals.

Specialists Services

Team Members are:

- **School Psychologist** - provides: initial assessment as part of the admission process; on-going academic and behavioral assessments as needed; and behavior and/or counseling services and support, as needed.
- **Medical Staff** – our school nurse oversees the medical needs of our students.
- **Occupational Therapy** – OT is available for identified students from PK-Grade 8. We have two OT positions.
- **Physical Therapy** – PT services are available for students whose doctors have prescribed such services.
- **Speech Therapy** – ST is available for identified students from PK-Grade 8. We have three Speech/Language Therapist positions.
- **English Resource** – Our English Teachers work with students in small groups pull-out sessions with identified students.
- **Math Resource** – Our Math Teachers work with students who have been identified as needing significant intervention in Math.
- **Career Advisor** – Our Career Advisor works with students and parents in seeking appropriate post-secondary education.
- **Social Worker** – Our Social Worker works with students who have behavior concerns and create Behavior Intervention Plans as needed.

The services of the Specialists Staff are available to support student progress. Information regarding the need for services comes from the student’s file or at the request of parents. Where applicable, a doctor referral may be required. Support may be performed as direct individual or group session, classroom case management and progress monitoring and/or teacher collaboration.

Instructional Programs

- **Elementary School (ES)**

Students in Gr 1 through Gr 5 are grouped according to academic and social/emotional needs. Movement between grade level sections is possible.

- **Middle School (MS)**

Students in Grades 6 – 8 are in our MS. Movement between grade level sections is possible.

- **High School (HS)**

Beginning in Gr 9, students are placed in either in the Challenge Academic Program (CAP) or in the Modified Academic Program (MAP) (ASDAN). The MSK goal is for all students to be appropriately placed at the start of Gr 9. It is possible for a student to change programs after Gr 9, but this will require Administrative approval.

The CAP is similar to a USA secondary college preparatory program. Upon successful completion of Gr 12, students receive a High School Literary or Scientific Diploma. According to the Ministry, this makes our students eligible for application to universities in Kuwait.

The MAP includes traditional secondary course instruction at a level appropriate for the academic potential of the students. Additionally, the students work towards an ASDAN Award from the UK. The highest level students may achieve at MSK is equivalent to a vocational high school diploma.

Our ASDAN Coordinator will continue to work with ASDAN in the UK and provide support to our teaching staff in the monitoring of the progress of the students in the program.

Subjects Taught at MSK

Core Subjects: Arabic, English (reading and writing), Math, Science and Social Studies.

Our Muslim students take Islamic Studies and the Holy Qur'an.

Ancillary Subjects: Art, Information Technology, Physical Education and Swimming

School Hours

The doors will open for staff at 6:45 a.m.

On the regular schedule, classes for students begin at **7:40 a.m.** and finish at **1:25 p.m.**

Staff members should report to work by **7:15 a.m.** Staff clock out at **2:15 p.m.**

See Attendance Appendix A for more details.

Meetings such as IEP/Progress Reports, parent-teacher meetings, and conferences and/or lectures will be announced beforehand and appropriate staff notified so that arrangements can be made to attend.

Staff – Human Resources Information

Please see our HR Coordinator – Mrs. Maysoon - for more details.

- **Appraisal** – Our staff participates in a bi-annual appraisal process. We use appraisal instruments which allow administration to determine the extent to which staff members understand their work responsibilities and their perception of their levels of success across the key areas of accountability. Staff will be re-introduced to their respective appraisal instruments in the first part of the new academic year. Administrators are in classrooms throughout the year. Staff members who are not meeting expectations are given support and opportunities for improving. Please see **Appendices**.
- **Contract Renewal** - Letters of contract renewals are distributed on a yearly basis. Both informal and scheduled staff evaluations will be used to determine the level of skills and suitability for contract renewal. Unless otherwise indicated, contracts will self-renew. The date for self-renewal has changed in the contract to **May** as indicated by the Ministry of Private Education in Kuwait. All are asked to watch for announcements regarding renewals.

- **Disciplinary Action** – please see Appendices for details regarding attendance, performance and conduct.
- **Indemnity Payment** - An end of service indemnity is paid at the rate of 15 days salary, annually, for each year of work at MSK for the first five years. The indemnity is paid at one month's salary, annually, for every year of work **after** 5 years of service.
- **Performance** - During the performance of work duties at MSK, staff members are expected to:
 - follow all policies and procedures as outlined in the MSK Staff Handbook
 - work diligently, impartially and responsively, to the best of their ability
 - observe relevant occupational health and safety requirements
 - bring to the attention of Administration any situation which is, or may be, a health or safety hazard
 - be absent from work only with permission
 - avoid waste and extravagance in the use of MSK resources
 - identify improvements to systems and procedures and communicate these to Administration
 - not be under the influence of any substance that might hinder their ability to perform their work at MSK.
 - not to bring their children to school and/or to field trips.
- **Professional Development** – Staff receive orientation and training prior to the opening of school each year. Staff members are supported by in-services and trainings in areas where need and/or interest is determined inside and outside the school. Certificates for all staff development activities are maintained in the staff member's personnel file. MSK is committed to developing the knowledge and skills of staff.
- **Documents** - Formal and attested documents related to personnel's qualifications such as (High School Certificates for the last three years, Bachelors, Masters, Official Transcripts) should be given to the HR Coordinator within the Probation Period for the newly recruited staff.
- **Recruitment** – Recruitment of quality staff is on-going. Recruitment for teachers and specialists is focused on certified special education teachers with specific content areas identified and licensed specialists as applicable.
- **Salary** – Salary is paid in twelve month increments (see summer leave). Each employee's salary is transferred directly in Kuwaiti Dinars to the employee's bank on or around the 26th day of each month. Salary transfer is immediate for accounts with the school's Banks. Deposits to other banks may take a few days longer. The school will assist new staff members in setting up a banking account.
- **Summer Leave** - Annual summer leave begins in June and ends in August or September according to the yearly calendar. Employees will be paid their salary for the summer months before leaving in June minus any salary deductions accrued. Excessive absenteeism after the June salary distribution may result in September deductions – see HR Coordinator with any questions.

POLICIES AND PROCEDURES

Expectations and Responsibilities of all Staff- Staff members are encouraged to refer to School Policies or engage in discussion with Administration for clarity on any issues or concerns. The Administration offices are always open to listen to staff ideas or concerns.

Absences Staff - see Appendix A - Each staff member has been hired to fulfill responsibilities as a part of a functioning team. The absence of one member of the team negatively affects the mission of

the school. Teaching assistants or other staff members must step in to cover a class when the teacher is missing. Therefore, all staff absences are monitored closely and encouraged to be kept to a minimum. All absences, late arrivals etc. must be documented through the appropriate Absence Form. Approved leaves are Sick Leave and Professional leaves. Monthly salary deductions will be made when absences have exceeded those allotted. Excessive absence may be a cause for termination. The forms for handling approved leave requests are found near the Administration area on the ground floor and in the shared files.

Emergency Situations - Emergency or extenuating circumstances for use of multiple personal leave days or taking leave in conjunction with a weekend or holiday period **may** be considered by the Principal. Examples of such circumstances include, but are not limited to: family emergency, marriage or death in the immediate family. Note: Should such leave be granted, pay may be deducted or the absence may be considered as compassionate leave.

Late Arrival – A Late Arrival Form **must** be filled out **once you arrive to school premises** and given approval prior to leaving school before the end of the workday. Employees **MUST text** in to inform Administration of their expected late arrival and the time they will be arriving at school so that plans can be made to cover classes. Late arrival will be documented by the electronic clock-in process. **All late arrivals will be deducted. Text to the WhatsApp group ASAP when late.** This does not automatically excuse your late arrival. Failure to text may result in further consequences. **Text BEFORE 7:00 AM - include your name, position and grade level if applicable.**

Early Departure and Short Leave During the Day - early departure or short leaves during the day will be deducted, or considered as sick leave, as appropriate. Official school business related to visa or residency applications or some PD opportunities will be considered as Official Leave and will not count against allotted leave. Form **must** be filled out and given approval prior at least 24 hours ahead. Early departures and short leaves will be applied to sick leave time as appropriate. For short Leave **staff members should clock out and in upon return.**

If the Principal is NOT available any other member of the Admin Team may be asked for approval. If no one from Admin Team is available – Please see HR Coordinator. Please do not leave the building without a prior approval.

Sick Leave - Every staff member is currently **eligible for 15 days of paid sick leave per year.** Partial day sick leave will be cumulative. Illness should be accompanied with a Medical Sick Leave Form to be signed by a doctor (with stamp of hospital or clinic). Salary deductions will be made based upon monthly salary divided by 26 days to determine the deduction for one day. **Absence next to a holiday or vacation must be supported by a medical excuse or will be considered as unpaid unless prior approval has been given.**

In case of illness or unexpected absence, staff members must notify the immediate supervisor and should also notify their teacher or teaching assistant so that preparations can be made for instruction.

Text to the WhatsApp group if sick. Text BEFORE 7:00 AM - include your name, position and grade level if applicable.

Fill in the Absence form once you arrive to school premises.

Teachers, if applicable, please call your TA and TAs, please call your Teacher.

Note: Failure to notify the office by 7:00 AM concerning an unexpected absence may result in a salary loss for the day taken. It may also result in a salary loss for the weekend or holiday period preceding or following the unapproved absence. Please see Appendices for more details.

Absences that are not supported by medical excuse must be approved by Immediate Supervisor or will be considered as unpaid.

Attendance Recorder – To ensure proper student supervision, and to provide transparency and accountability, a fingerprint recognition based Access controller and Time attendance recorder is used. Two machines are available – either one may be used. If you have problems with the machine, please contact the IT Technician – Mr. Khaleel.

Absences - Students – Teachers will electronically record student attendance on our student information system. Office staff will call a student's home as soon as possible if reason for absence is unknown and will inform the Ministry regarding excessive absences when Administration deems it necessary. High School Teachers will also record period attendance.

Grading for Absences - For Teachers:

- Students who have been absent will be given the opportunity to make up missed work within a reasonable period.

Examples:

If a student is absent on Sunday, returns on Monday, the missed work is due on Tuesday.

If a student is absent on Sunday and Monday and returns on Tuesday, the missed work is due on Wednesday/Thursday.

(Additional days should be considered case by case.)

- Tests and Exams – may only be made up if a medical excuse is provided or Admin approved. Administration will provide documentation upon teacher request.
- Assignments, etc that are given to the class should be recorded for all students. An absent student's grade is a zero until the grade is made up.
- If you do not want the student to make up the work (i.e. a pop quiz) then leave the grade "blank" on Grade Book.

Bulletin Boards - MSK has bulletin boards in the classrooms and in the hallways. Current student work should be displayed on assigned bulletin boards. Care should be taken to keep bulletin boards up to date. Push pins are **NOT** used at MSK.

Classroom Management – All staff members are expected to exercise vigilance in the care of students. No students are to be left unattended. Students cannot be kept in the hallway.

All students are the responsibility of **all** staff.

Staff will treat students with respect at all times. Irony, sarcasm, etc should not be used. Classrooms will be student-centered and places in which students can learn in a warm and positive classroom environment. Corporal punishment is not permitted. Physical contact with students always carries a risk of misinterpretation.

Leave no doubt regarding appropriate conduct with students. A "**Hands off Policy**," should be adhered to - Staff is advised to avoid physical contact that may be misinterpreted. Staff misconduct may lead to a written warning and/or dismissal.

Discipline and Negative Student Behaviors- Students who struggle with learning success can present particular challenges for the classroom teacher. No student's behaviors can be allowed which may interfere with the other students learning. MSK is not a school for students with significant disciplinary problems. **NO Candy – do NOT give candy as a reward in your classes.**

MSK has a Code of Conduct Policy for Students which states the school's rules for behavior and procedures for addressing negative behaviors and parents will be asked to sign this. The Teacher, Social Worker, School Psychologist, Vice Principals and/or Principal represent the Disciplinary Team. It is expected that staff will handle most behavior problems in the classroom as the first level of intervention. Documentation should be maintained. Chronic or severe misbehaviors should be reported with a Student Study Team (SST) referral.

Parent meetings will be held with referrals to the School Psychologist or Social Worker or outside counseling when indicated. When it is determined that a student's negative behaviors cannot be managed in the classroom or are a danger to himself/herself or others, the parent will be asked to find another school placement. For a specific significant incident please use the Incident Report and forward to the Social Worker and/or School Psychologist.

Communication with Parents - Staff members are asked to keep relationships with parents on a professional level and to refrain from socializing with parents after school hours. **Staff should not give out their mobile phone numbers to parents.** **Staff should NOT text parents.** This will protect you from frequent interruptions during and after school hours. Please use school telephones to contact parents.

It is essential for staff to keep parents informed regarding their student's progress and classroom behaviors. Teachers of students through Grade 5 will be given a **Communication Book** for each student during the first week of school. Professional comments by the teacher, pertaining to the student's education, behavior and progress are to be sent home to parents, daily, or no less than twice a week. Teachers, specialists and instructors may also communicate with parents in person or by phone. Students in Middle and High School have **Homework Diaries** that have comment sections. For significant behavior or academic issues, staff are advised to ask the parent to come in and not attempt to write about it.

Teachers and specialists are advised **NOT** to communicate with parents via email. It is a one-dimension method of communication which can be misunderstood especially if the language used is not the native language.

Confidential Information – Confidential information obtained either during or after employment with MSK will not be disclosed; this information includes, but is not limited to:

- a) school contracts or commercial dealings;
- b) MSK correspondence or other internal or external communications conducted on a private basis.

Public comment regarding MSK and students is inappropriate unless authorized by Administration. Interviews and/or statements to the press or other media are restricted to authorized staff. Information pertaining to staff, students and parents must remain confidential except for use in the course of work related duties. All students' files will be kept in the student file room inside the student's affairs office; there will be a sign in and out sheet for all files.

Copyright and Intellectual Property – All materials, print and electronic documents developed by staff at the direction of, or while employed by MSK, remain the property of MSK and are not to be used, reproduced or altered in any fashion without the approval of Administration.

Dress Code - Staff are expected to dress in a professional manner. Please consult with your immediate supervisor for any concerns. Cleanliness and the practice of good hygiene are always expected. **See revised Dress Code, Appendix C**

Duty - All staff must be **on time** for their duty (in playground, gym and hallways, at lunch time and/or mornings and afternoons) so that we are providing a safe environment for all students. When not available, please ask a colleague to cover.

Ethics and Professionalism – Staff members are required to act with honesty and integrity in all aspects of work; unethical behavior or wrong doing by any staff member will be reported to Administration and may be cause for dismissal.

- Staff will work together to pursue goals as defined by the school's Mission Statement ;
- Staff will respect the professional opinions of colleagues in their areas of competence and acknowledge their contribution; staff will support and encourage new ideas, learning and personal development;
- Staff will treat all people fairly and with respect (especially helpers); base actions, decisions and advice on a consideration of all relevant facts, and implement relevant policy and programs equitably;
- Staff will maintain public trust by acting in the public interest and reporting any unethical behavior at work.
- All staff will function as a learning community and will work to create a supportive environment for everyone, including students, regardless of age, gender, culture, location, disability or disadvantage.

- Administrators will treat staff fairly, involve them in decisions that affect them, and provide them with equal opportunity to develop their skills.
- All staff at MSK will behave in a professional manner and refrain from spreading gossip and/or rumors.

Field Trips - Field trips are considered a part of the child's educational experience. Field trips must be related to curriculum objectives in the classroom. There must be an educational purpose stated in requesting approval. (A reward trip is acceptable.) The VP of Administration will approve all Field Trip requests. Some locations require ministry approval. Teachers may begin to schedule field trips for after the first month of school giving Admin two weeks' notice.

ASDAN related field trips should go through the ASDAN Coordinator and VP of Administration. Teachers are asked to cooperate with ASDAN trips and collaborate for relevance in what is happening in their classrooms.

Teachers must complete the necessary forms. Teachers are asked to submit requests **two weeks prior to the planned date of the trip**.

After Field Trip approval has been granted, Permission Forms are sent home to inform parents and to get their signatures. Students may not attend the Field Trip without a signed form. The organizing teacher is responsible for notifying all affected teachers and must contact the Nurse for any medication, etc. concerns. A First-Aid Kit must accompany the participants.

Proper supervision is mandatory. At least two adults must be in attendance. Parents or other family members are **not** permitted to accompany children on field trips. Personal nannies or members of the maid staff may be able to attend in addition to classrooms assistants if thought to be necessary. This occurs with pre-approval from VP of Administration.

Field trip information and scheduling will be posted on the shared school calendar. During hot weather, indoor field trips are recommended. Buses must be back at school by 1:00 p.m. (12:00 on Tuesdays.)

Fire Drills - Maps with evacuation routes should be posted in each classroom and office and staff will receive training on procedures to be followed during emergency evacuation drills. Following the directives of the Kuwait Fire Department, a practice evacuation drill is held at the beginning of the school year with unscheduled drills taking place several times during the school year.

Staff must take their Emergency Folder (class attendance/phone list) and a pen with them and lead students out to their classroom's designated safe area. Once assembled in their safe area, staff will check that everyone in their classroom/care is accounted for. The Safety Officer will then release teachers and students back to the classroom.

Please note: The Kuwait emergency number is 112

Gifts and Fees – Staff may accept token gifts in the nature of souvenirs, mementoes or symbolic items of low material value. Private tutoring is acceptable, but NOT for any student you are teaching.

Health and Safety - See Related Documents: Health and Safety Policy #2, Emergency Response Manual and Child Protection Policy Manual. MSK has a commitment to provide a safe and orderly learning environment. Our school has an active Safety Committee. The *MSK Safety Handbook* states policies and procedures related to the health and safety of students and staff. Staff members receive Safety Training as a part of in-service. Data from Incident Reports will be used to evaluate and improve school safety issues. Administration will:

- Provide information and materials to staff at the beginning of the school year in order to maintain health and wellness of staff and students (e.g. in-service training; proper lifting and transferring of students; behavior crisis management, etc.)
- Encourage staff to seek advice and assistance from staff specialists when needs arise.

The *MSK Child Protection Policy Manual* states that MSK takes seriously its responsibility to protect and safeguard the welfare of children and young people in its care. An effective whole-school child protection policy is one which provides clear direction to staff and others about expected behavior when dealing with child protection issues.

Child Protection Policy statement:

- MSK recognizes that in order for our students to succeed, they must be supported in more than academic areas. Their self-esteem, confidence, support structure, and ability to communicate with a trusted adult help to prevent abuse. MSK will therefore:
- Establish and maintain an environment where students feel safe and secure.
- Establish and maintain an environment where students are encouraged to talk and are listened to.
- Ensure that students know that there are adults within the school who they can approach if they are worried or having problems.
- Include in the curriculum activities and opportunities for learning skills to stay safe from abuse, within the cultural context.
- Ensure that every possible effort will be made to establish effective working relationships with parents.
- Ensure that we promote a safe environment for our students through our work on responsible global citizenship.

Incident Reports

Accidents can happen in schools. For an accident that resulted in an injury, the student must be taken directly to the School Nurse so that care can be administered. The staff member or School Nurse must fill out the Accident Report immediately and pass this document to the Principal. When medical treatment is required, the Nurse will call to notify parents. For an injury that was a result of a behavior incident, Admin will call to notify the parents.

Teachers should also be aware of visible bruises or injuries to a child when the student arrives or departs each day and report such injuries. Staff will receive Incidence Forms and training in these procedures. Any evidence of illness, suspected communicable disease and/or cases of head lice must be reported to the School Nurse immediately.

Individual Education Plans IEPs - Teachers, specialists and instructors will prepare the Individual Education Plan (IEP) for each student under the direction of the IEP Coordinator. IEP's will be developed on a staggered, annual schedule.

In addition to curriculum objectives on the student's instructional grade level, the IEP targets Reading and Math curriculum objectives that have not yet been mastered. Study/organizational skills are addressed and any behaviors that are preventing the student from reaching his/her potential.

Internet Code of Practice (Use of Internet) – The *MSK Code of Conduct Policy* should be read in conjunction with the Internet Code of Practice and applies to the use of the MSK network to access the Internet and services including electronic mail. Breaches of the Internet Code of Practice by staff shall constitute a breach of the *MSK Code of Conduct*. Such breaches will lead to disciplinary action that may include dismissal. All staff members are provided with a school email address and are asked to open and respond to emails in a timely fashion – please check at least once a day.

Lesson Plans – MSK and The Ministry of Education require that teachers maintain lesson plans. These should be comprehensive enough for another teacher to take over a lesson in the event of an absence.

Lesson plans will be sent to the VP of Curriculum/Instruction or the Arabic Language and Islamic Studies Coordinator electronically, on a weekly basis. A copy of the lesson plan must also be up-to-date and available in the instructional setting. Appropriate curriculum and resource materials to support weekly lesson plans should be on hand in the classroom.

Emergency Lesson Plans for a one-week period should also be provided to the VP of Curriculum/Instruction and should be up-dated quarterly 1 per/quarter.

Photocopies and Lamination – For copies through our photocopier – requests should be submitted at least 24 hours in advance.

G1 – Gr 5 have 1500 copies/term and Gr 6 – 12 have 1000 copies/term.

Identifying copies – for all printing requests sent electronically, identify in the footer with either your name or room number.

Lamination requests will be submitted to the VP of Administration for approval.

Report Cards - Every parent must be offered an opportunity to meet with their child's teachers, specialists and instructors to discuss their child's progress. Parents may make appointments to discuss student progress at any time. In collaboration with specialists and instructors, teachers will prepare progress reports or report cards that will be sent home quarterly to parents. There are four reporting periods (two semesters) in a year. Parent Conferences are scheduled during school hours as needed. Additional progress meetings are held at the request of parents.

Progress Reports – must be sent mid-term if a student is receiving a D or F or N or U. They can also be sent at any time a student's grade(s) falls into failing areas. They can also be sent to encourage students who have improved significantly.

Resources – policies allow staff to make incidental personal use of telephone (local calls only), fax, computer, and Internet and email facilities. Use should be kept to a minimum and may not interfere with the performance of duties or the capacity of the school to meet its objectives. Staff must not remove resources for private use without permission. On cessation of employment with MSK, a staff member is required to return all MSK property, materials and information resources to Administration. Related Documents: Curriculum Policy #12; Library Policy #16; Information Tech Policy #21

Professional resources for staff are conveniently located in the offices of the Principal, the Vice Principal of Curriculum and Instruction and the School Librarian. Science materials can be found in the Science Resource room.

The VPs manage resource materials, library books, curriculum, and teacher reference materials. The Information Technology (IT) Dept. manages office equipment, and audio-visual equipment and supplies (educational CDs and DVD collection), DLPs, as well as video and digital cameras. An inventory of classroom furniture and resource material, equipment and supplies is completed by teachers at the beginning of the year, and, at the end of each school year, as a part of the exit process. This inventory must be submitted and approved before leaving for the summer.

Responsibilities of the Teaching Assistant When Students are Transitioning to Classes

- 1) Escort current class to the next scheduled period.
- 2) Hand them off to the next teacher.
- 3) If the classroom teacher is not there, wait with the students for 5 minutes.
 - a) For electives, if no one has come at that point, return the class to their homeroom.
 - b) For core classes, notify admin and wait with the students until someone arrives.
- 4) Students are not allowed to leave classroom during session but if one student wants to use the bathroom he can use it during the 3-minute break on the way to the next class, TA is responsible for him/her until it is confirmed that student has entered the intended classroom.
- 5) TA from Pre K – G5 should attend the elective and Arabic/Islamic classes for their homeroom.
- 6) Once in class, no student may leave the class during the first 10 minutes.
- 7) TA will have a lunch break as agreed upon with classroom teacher.

Security – All staff members will ensure that classrooms and offices are secured when not in use and: will promptly report actual and suspected loss or damage of MSK property to Administration; will report actual and suspected acts of dishonesty, fraud and any criminal acts; will fully cooperate with police investigations; will take responsibility for the safety and security of other staff members and students while on school property; and, will seek assistance promptly if another staff member, student or visitor is facing a threatening situation.

Smoking – MSK is a designated NO TOBACCO ZONE. Smoking or use of tobacco is not permitted anywhere on school premises.

Students - Transfer of Students from Classroom to Specialists and Instructors

Specialists will pick up and/or receive individual students from classrooms according to their schedule. For group transfer from room to room, to the gyms, pool and workshops, the Teacher and/or Teacher Assistant **MUST** accompany the children. The Assistant **will remain** in the instruction area to assist Instructors and will follow their directions. If needed, the Teacher will return to the area of instruction to help the Assistant lead the children back to the classroom. **No early releases for students under any circumstances.**

Student Study Team (SST) – The Social Worker **or** School Psychologist facilitate the meetings of the SST. At any time, any staff member may refer a student to the team for assistance in addressing either academic or behavior concerns. The team that meets would consist of all staff who works with the individual student so that all perspectives contribute to the action plan.

Supplies – Stationary - distribution of office supplies is through the IT Technician. All staff are asked to do inventory checks of their workplace towards the end of each week.

Supplies - Furniture – distribution of classroom furniture is done through an Admin Support member. All staff is asked to do inventory checks of their workplace at the end of each week. When office or classroom supplies are low, staff will use the Office Supplies Form to request the items. E-forms are to be used – please see IT Technician for assistance.

Any cash purchases by staff for supplies and equipment require **prior authorization** by the Principal or the VP Admin.

Telephone Use – The use of mobile phones by staff in rooms, halls and play areas and while teaching and/or on duty, is against school policy; mobiles must be turned off or put on silent mode except during scheduled breaks (Appendix A will be used for consequences).

Transportation for students - MSK provides fee-based bus services for students. All buses have an assistant who supervises students on the bus. Bus routes are determined and payment handled by the Transportation Coordinator in the main office. Teaching Assistants escort students to the bus. Before leaving the child, Assistants must make sure the assistant on the bus is in charge of the students. **To enter and/or leave school: students from Grade 1 – Grade 12 will use Gate 5 or 6, and students who are riding the school bus will use Gate 4.**

APPENDIX B

Kuwait Labor Law Article 55

Employee Termination

Under Article 55 of the Kuwait Labor Law for the Private Sector, the employer has the right to terminate an employee without notice and indemnity when the employee:

- commits a fault resulting in a serious loss to the employer
- disobeys the instruction of the employer repeatedly, except for cases where the safety of laborers and the security of work are required. However, in all circumstances the provisions of the approved penalty regulations shall be observed.
- is convicted of a crime affecting honor, honesty or morality
- commits an act against public morality in the work place
- commits any assault upon a colleague, or the employer or his/her representative during working hours (in all circumstances, the provisions specified in the approved penalty regulations shall be observed)
- commits a breach of, or fails to carry out, any of the obligations imposed on him under the terms of the relevant contract and the provision of this law.
- proves to have been fraudulent in obtaining work
- reveals confidential information relating to the concerns of the employer.

APPENDIX C

PROFESSIONAL DRESS CODE

Research has shown that dress affects how people interact with one another. As school professionals, it is important that we dress professionally.

MALE STAFF	
"YES"	"NO"
<ul style="list-style-type: none"> • Elbow-length or long-sleeved cotton or knit shirt with collar • Full-length slacks or trousers • Closed-toe shoes and/or Athletic or tennis shoes- if black • Tie – preferred 	<ul style="list-style-type: none"> • Jeans • Sandals, flip-flops, Crocs • T-shirts • Cropped pants or shorts • Gym clothes (exception PE Dept)
FEMALE STAFF	
"YES"	"NO"
<ul style="list-style-type: none"> • Dress or skirt to mid-calf • Full-length slacks • Capris length slacks • Loose-fitting blouse or top with elbow-length sleeves • Jacket or sweater • Casual shoes, flats 	<ul style="list-style-type: none"> • Jeans • Tights or leggings (unless covered by a calf-length dress) • Flip-flops, beach thongs or Crocs • Stiletto heels • Revealing clothing
PE, SWIMMING, PT and OT STAFF	
"YES"	"NO"
<ul style="list-style-type: none"> • Long, dark blue pants • MSK shirt or other polo shirt • Athletic or tennis shoes • Loose-fitting, dark blue warm-up suit, optional • PT, OT – optional general attire (see above) 	<ul style="list-style-type: none"> • Jeans • Shorts • Bathing suits outside of the pool area • Pool or shower shoes outside of the pool area

APPENDIX D

MANARAT SCHOOL - KUWAIT CODE OF PROFESSIONAL CONDUCT

The following behaviors or omissions constitute unprofessional conduct and are punishable by official reprimand, suspension, or contract revocation.

MS-010: MISREPRESENTATION OR FALSIFICATION IN THE COURSE OF PROFESSIONAL PRACTICE

Any falsification or deliberate misrepresentation, including omission, of a material fact by an education practitioner concerning any of the following is an act of unprofessional conduct:

- (1) Statement of professional qualifications
- (2) Application or recommendation for professional employment, promotion, certification, or an endorsement
- (3) Application or recommendation for college or university admission, scholarship, grant, academic award, or similar benefit
- (4) Representation of completion of in-service or continuing education credit hours
- (5) Evaluations or grading of students and/or personnel
- (6) Financial or program compliance reports submitted to governmental agencies
- (7) Information submitted in the course of an official inquiry related to the following:
 - (a) Good moral character or personal fitness
 - (b) Acts of unprofessional conduct
- (8) Information submitted in the course of an investigation by a law enforcement agency or by child protective services regarding related criminal activity

DISREGARD OR ABANDONMENT OF GENERALLY RECOGNIZED PROFESSIONAL STANDARDS

MS-020: Any performance of professional practice in flagrant disregard or clear abandonment of generally recognized professional standards in the course of any of the following professional practices is an act of unprofessional conduct:

- (1) Assessment, treatment, instruction, or supervision of students
- (2) Employment or evaluation of personnel
- (3) Management of monies or property
- (4) Communication with or about other staff or parents

UNAUTHORIZED PROFESSIONAL PRACTICE

MS-030: Any act performed that materially contributes to one of the following unauthorized professional practices is an act of unprofessional conduct:

- (1) The intentional employment to serve as a private employee, of other than MSK's Board of Directors, in a position for which similar professional practice is required and is contracted for with MSK (including, but not limited to, teaching, tutoring, instructing, and providing health or therapeutic services) when such person does not possess, at the time of commencement of such responsibility, a written authorization for that specific activity by both MSK's General Manager and Principal, regardless of what other approvals may have been secured.
- (2) The use of school property and/or facilities for other than conducting the business of MSK, as provided for in the person's signed employment contract, in a capacity or position for which such person does not possess, at the time of commencement of such use, a written authorization for that specific use by both MSK's General Manager and Principal, regardless of what other approvals may have been secured.
- (3) Bringing family members (including minor children) and/or friends to the school facility or on field trips or other such school activities during such times as the employee is assigned to the

duties of his/her contract, when such person does not possess, prior to commencement of such activity, the written authorization for that activity from the Principal.

- (4) Providing professional development instruction, in-service training, or other such teaching to educators or other school professionals during school hours, after school hours, or during non-school periods, when such person does not possess, at the time of commencement of such responsibility, written authorization for that specific activity by both MSK's General Manager and Principal, regardless of what other approvals may have been secured.

IMPROPER REMUNERATIVE CONDUCT

MS-040: Any deliberate act in the course of professional practice is an act of unprofessional conduct which encourages, requires, or pressures students or parents to do any of the following:

- (1) Purchase equipment, supplies, or services from the education practitioner in a private remunerative capacity.
- (2) Pay for private tuition.
- (3) Purchase food or snacks from the education practitioner in a private remunerative capacity.

FAILURE TO ASSURE THE TIMELY RECORDING, COMPLETION, AND/OR TRANSFER OF STUDENT GRADES, LESSON PLANS, REPORT CARDS, INDIVIDUAL EDUCATION PLANS (IEP'S), AND/OR PARENT COMMUNIQUE

MS-050: The failure of any MSK education practitioner or administrator to make a good faith effort to log, distribute, and/or monitor compliance with written procedures and time-tables that are reasonably designed to facilitate clear communication of student performance, instructional levels, instructional goals and expectations, shall constitute an act of unprofessional conduct.

POOR MORAL CHARACTER AND PERSONAL OR EMOTIONAL FITNESS

MS-060: As used in this chapter, the terms "moral character and personal or emotional fitness" are defined as the character and fitness necessary to serve as an employee at MSK, including the character and fitness to have contact with, to teach, and/or to perform supervision of children and/or staff. Poor moral character and personal or emotional fitness include, but are not limited to, the following:

- (1) Prior criminal investigation or official accusation of any crime against a child or minor person;
- (2) Conviction of any crime involving personal or professional injury against another person;
- (3) Release from a professional contract on the grounds of inappropriate behavior, professional incompetence, or failure to follow code of professional conduct;
- (4) Unpredictable behavior, mood swings, or deportment with other staff, students, or parents to the extent that it draws into question employee's personal or emotional fitness to complete his/her contracted duties;
- (5) Refusal to follow directives and rules of administration or to complete duties as assigned;
- (6) Professional incompetence as determined by consistently poor student performance, an unsatisfactory performance evaluation conducted by one or more members of administration, inaccurate or sub-par performance of assigned tasks, or inability to accurately recall and state curricular expectations of students in the levels and subjects taught;
- (7) Intentional falsification or fabrication of student grades, records, report cards, reviews, or evaluations;
- (8) Making purposefully false statements on absence forms, personal leave forms, or oral statements to administrators in order to take time off work with or without pay;
- (9) Making misrepresentations of any kind to school officials, parents, the public at large, or to any Ministry personnel or ministerial division;
- (10) Attempting to lease, sell, abuse, or misuse any property belonging to or in the legal control of the Board of Directors for MSK.

BURDEN AND STANDARD OF PROOF

MS-070: The following burden and standard of proof shall be applicable:

- (1) If employment has been terminated and/or denied for lack of good moral character, personal or emotional fitness, the evidence submitted by the employee must prove by clear and convincing evidence that he or she is of good moral character, personal and emotional fitness, or the application will be denied.
- (2) In a suspension or revocation proceeding or professional reprimand, the Board of Directors of MSK must prove by a clear preponderance of evidence that the employee is not of good moral character or personal and emotional fitness, or has committed an act of unprofessional conduct.

VOLUNTARY SURRENDER

MS-080: An employee of MSK may voluntarily surrender his or her employment position to the General Manager if the employee believes he/she has done something which is or might constitute grounds for a contract revocation other than because of a conviction of a crime. Voluntary surrender of employment prior to revocation will qualify the employee to a prorated indemnity payment if employee has been in the school's employ for at least one entire school year, and a prorated summer payment based on the number of full months of employment during the current school year were completed prior to voluntary surrender, minus any damages owed to the school, as determined by the General Manager. If contract revocation is initiated by the school prior to voluntary surrender on the part of the employee, no indemnity or summer payment is due and the employee can additionally be charged for any damages owed to the school.

AGREEMENT

MS-090: This document must be signed and dated at the time of employment or by the first student day of the school year.

I have read and understand the **Code of Professional Conduct of MSK** and agree to comply with its expectations of me as an employee of the school. My signature below so confirms this agreement:

Name (Please print)

Signature of Employee

Date of Signature

This is to certify that I have carefully read the **MSK Staff Handbook**. My signature below means that I understand and will abide by the policies and procedures in this document.

Name (Please print)

Position and Employee Number

Signature of Employee

Date

Signature of MSK– Kuwait Admin Representative

Date of Signature

Original: MSK– Kuwait Employment File / Copy: Employee