

TBSC	<b>Issued: 13<sup>th</sup> March 2003</b>	Policy No.: <b>HR 1</b>
Committee Name: HUMAN RESOURCES	<b>Revised: 24<sup>th</sup> April 2005</b>	Page 1 of 1

## **Appraisal and Development Policy**

### **Rationale**

The Appraisal and Development Policy offers a systematic approach to staff training and development which leads to better management of the teaching process, brings about practical improvements in the classroom and directly benefits pupils by raising the quality of their learning experience. It is a crucial part of a quality assurance process, which benefits the whole of the education service.

### **Aims**

- To increase the effectiveness of learning and teaching at all levels, in order to improve the educational experience of pupils and to raise achievement
- To increase the professional development of individual teachers and take forward a school's development targets by identifying and planning a wide range of School Development and training needs
- To create a supportive learning culture which encourages all teachers to see their own learning as a lifelong process
- To provide staff with well-focused feedback on work
- To provide opportunities for staff to contribute to the development of staff and school priorities
- To promote professional self-confidence in maintaining staff motivation and job satisfaction

### **School climate**

In order to create a supportive climate where Appraisal and Development will be most effective we:

- Establish a climate of confidence, motivation and involvement
- Encourage openness, security and trust
- Give staff a clear understanding of roles and responsibilities
- Give staff a clear understanding of school objectives and policies
- Encourage staff to exchange ideas and information
- Provide opportunities for staff to communicate their problems
- Recognise and respect staff contributions and opinions
- Encourage the staff to engage in self-evaluation
- Encourage development of staff abilities and experiences
- Provide an environment for the review that is comfortable and free from interruptions and distractions

TBSC	Issued: 13 <sup>th</sup> March 2003	Policy No.: <b>HR 2</b>
Committee Name: HUMAN RESOURCES	Revised: 24 <sup>th</sup> April 2003	Page 1 of 2

## **Service Terms and Conditions Policy**

### **Rationale**

The British School Caracas recognises the central role of the staff, both teaching and non-teaching, in maintaining and improving the quality of education provided at the School for all its pupils.

In consequence, the Board will seek to recruit, retain and motivate staff of the highest quality and to ensure that each member of staff receives recognition and appropriate remuneration for his or her contribution to the education of pupils and to other aspects of school life.

### **Aims**

To demonstrate that it is a fair and responsible employer by:

1. Employing ethical practices of recruitment and employment.
2. Providing equal employment opportunities for all candidates.
3. Its policy on remuneration.
4. Implementing a developmental system of staff appraisal.
5. Its provision for adequate professional development.

### **HR 2.1 Staff Classification**

#### **Rationale**

The British School recognises its diverse staffing needs and has therefore classified employees into three different categories:

1. Locally qualified staff, recruited and employed locally.
2. Internationally qualified staff, residing in Venezuela for reasons other than employment by the school and normally recruited locally.
3. Internationally qualified staff, employed internationally, normally in the UK.

### **HR 2.2 Salary Structure**

#### **Rationale**

The British School Caracas recognises the need to have experienced and well-qualified staff and it has established a “Salary Structure” to recruit and retain such staff.

TBSC	Issued: 13 <sup>th</sup> March 2003	Policy No.: <b>HR 2</b>
Committee Name: HUMAN RESOURCES	Revised: 24 <sup>th</sup> April 2003	Page 2 of 2

## **Aims**

To maintain a pay policy designed to be competitive with local market conditions for similar schools in Caracas and also take into account international levels for British schools elsewhere in the world.

### **HR 2.3 Tutoring for Pay**

The British School expects professional conduct and ethics from all of its teaching staff. Instructors must be available during the school day for student conferences and extra help outside regular class periods for the subjects taught. No reimbursement may be accepted for such extra help during the school day.

However, in some cases teachers may recommend to parents, through the Key Stage Coordinator, that a student receive academic tutorial help outside school hours. Permitting, arranging, and paying for such tutorial assistance will be the responsibility of the parents. For obvious reasons, it is considered unethical and poor professional practice for a teacher to tutor one of his/her own regular students for pay; it is the School Policy not to permit a teacher to serve as tutor for his/her own students.

Any tutoring of students for pay will be:

1. Done outside regular school hours.
2. Done off school premises and without the use of school materials or equipment unless specific approval is obtained from the Head of School.
3. Arranged entirely between the parents and the teacher(s) involved.

### **HR 2.4 Change of Status**

A change of status should be avoided, if at all possible in order to minimise chances for potential misuse, mistrust, and staff morale issues. The Head of School will establish appropriate procedure for any eventual Change of Status.

TBSC	Issued: 13 <sup>th</sup> March 2003	Policy No.: <b>HR 3</b>
Committee Name: HUMAN RESOURCES	Revised: 24 <sup>th</sup> April 2003	Page 1 of 1

## **Discipline, Grievance, and Capability Policy**

### **Rationale**

In line with its Mission Statement and Board Philosophy and Objectives Policy, the School will provide staff with a standardized means for the articulation, receipt, and progression of grievances, disciplinary and capability concerns.

### **Aims**

- To provide staff members with an appropriate channel to articulate grievances, disciplinary, and capability concerns.
- To provide staff and management members with a clear and fair mechanism to handle and resolve Conflicts of Interest, and Conduct and Ethics issues.

TBSC	Issued: 13 <sup>th</sup> March 2003	Policy No.: <b>HR 4</b>
Committee Name: HUMAN RESOURCES	Revised: 24 <sup>th</sup> April 2003	Page 1 of 1

## **Equal Opportunity Employment Policy**

### **Rationale**

The British School Caracas complies with non - discrimination regulations under Venezuelan labour law applicable statutes, ordinances and regulations. The school will hire, train, and promote people in all job classifications without regard to race, colour, religion, national origin, age, disability or history of disability (except where physical or mental abilities are bona fide occupational requirement and the individual is not able to perform the essential functions even with reasonable accommodations), or gender (unless gender is a bona fide occupational qualification)

### **Aims**

- To actively promote and support an environment of affirmative action toward this policy including affirmative action recruitment of candidates for positions at all levels. This policy applies to all employees and applicants for employment.
- To ensure that managers and supervisors follow promotion decisions in accordance with principles of equal employment opportunity by imposing only job-related requirements for promotional opportunities.
- To ensure that all personnel actions including compensation, benefits, transfers, layoffs, return from layoff, sponsored training, education, tuition assistance, and social recreation programs are administered following this policy.
- To provide reasonable accommodation for applicants or prospective employees unless such accommodation creates an undue hardship on the conduct of school business.

TBSC	Issued: 13 <sup>th</sup> March 2003	Policy No.: <b>HR 5</b>
Committee Name: HUMAN RESOURCES	Revised: 24 <sup>th</sup> April 2003	Page 1 of 1

## **Health and Safety of Staff Policy**

### **Rationale**

The School will aim to provide a safe and secure work environment for its entire staff. There shall be health and safety procedures put in place for staff by the Head and SMT, consistent with good health and safety practices and they shall include coverage under private and reputable insurance policies for all grades of employees who qualify.

### **Aims**

- To ensure proper health insurance for all members of staff.
- To maintain and promote high standards of safety on school premises.

TBSC	Issued: 13 <sup>th</sup> March 2003	Policy No.: <b>HR 6</b>
Committee Name: HUMAN RESOURCES	Revised: 24 <sup>th</sup> April 2003	Page 1 of 1

## **Annual Staffing Allocation Policy**

### **Rationale**

A Staffing Review should be conducted annually in January for the following academic year and the results presented to the Board for approval by the Head of School.

### **Aims**

- To retain and recruit the high calibre staff necessary to ensure quality.
- To match staff costs to budget income and expenditure projections.
- To achieve the best curriculum coverage to operate the timetable and ensure that pupils receive their full entitlement.

TBSC	Issued: 13 <sup>th</sup> March 2003	Policy No.: <b>HR 7</b>
Committee Name: HUMAN RESOURCES	Revised: 24 <sup>th</sup> April 2003	Page 1 of 1

## **Recruitment and Retention of Staff Policy**

### **Rationale**

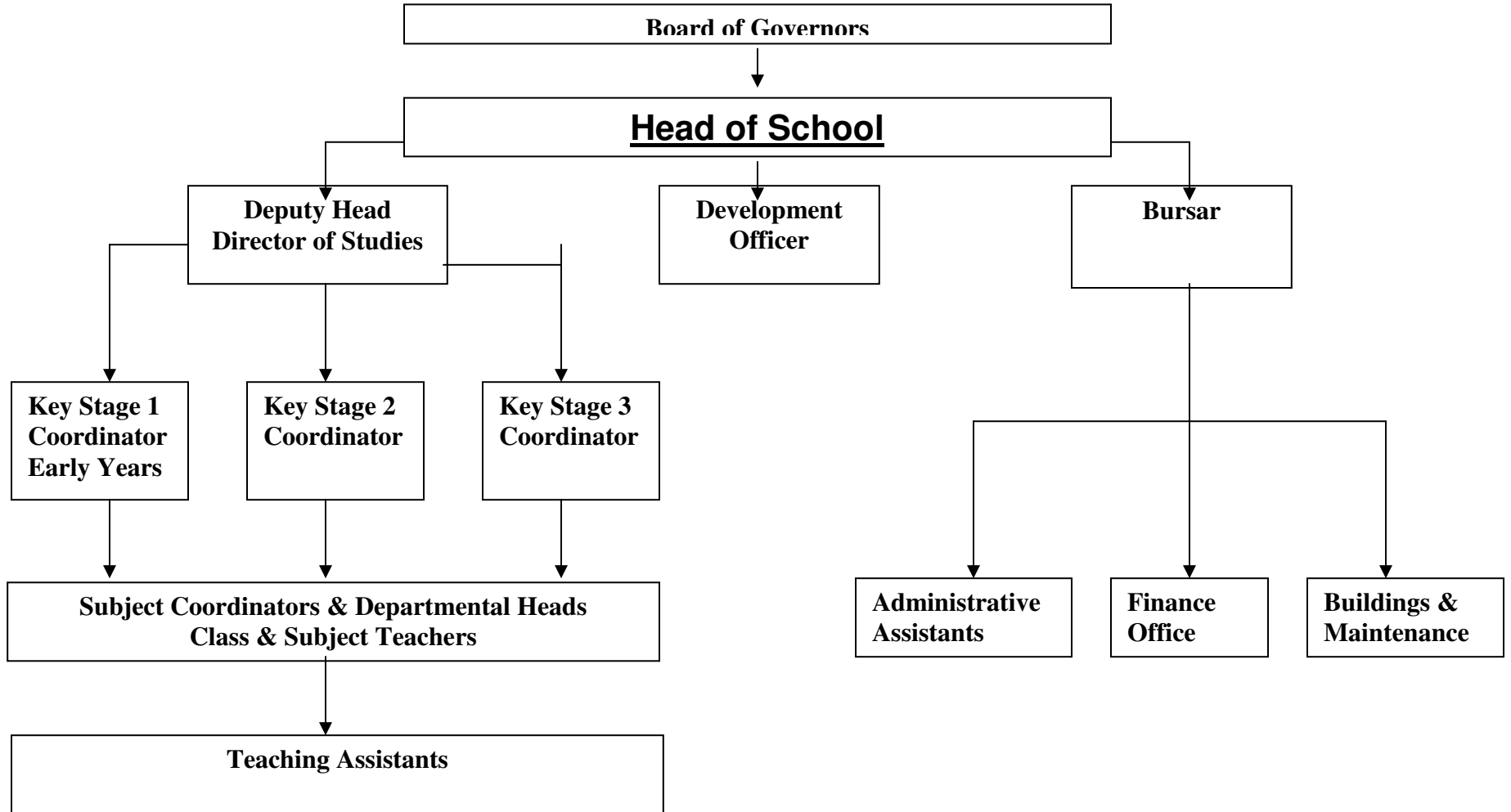
The School will endeavour to employ a dynamic, effective, well-qualified, and efficient staff to carry out a constantly improving educational programme.

### **Aims**

- To recruit, select, employ, and retain the best qualified personnel available to staff the school.
- To provide equal employment opportunities for all candidates for positions, in accordance with the School's Equal Employment Opportunities Policy.
- To develop a quality of human relationships conducive to high levels of staff performance and satisfaction.
- To deploy available staff in such a way as to use them as effectively as possible to achieve the School's stated goals and objectives.
- To develop and manage staff compensation, leave, and benefit programmes in ways that attract and retain qualified employees.
- To manage the development and updating of job descriptions by appropriate administrations.
- To oversee an employee evaluation programme that contributes to the improvement of staff performance and professional development.
- To effectively administer personnel policies with the aim of safeguarding good relations between the School, the Governing Board and the Staff.

TBSC	Issued: 13 <sup>th</sup> March 2003	Policy No.: <b>HR 8</b>
Committee Name: HUMAN RESOURCES	Revised: 24 <sup>th</sup> April 2003	Page 1 of 1

### Management Structure



TBSC	Issued: 13 <sup>th</sup> March 2003	Policy No.: <b>HR 9</b>
Committee Name: HUMAN RESOURCES	Revised: 24 <sup>th</sup> April 2003	Page 1 of 1

## **Monitoring and Evaluating Systems for Standards of Quality Assurance Policy**

### **Rationale**

The School shall have two formal systems for ensuring Standards of Quality concerning all staff:

The discipline grievance and capability procedure (HR3)

The appraisal and development procedure (HR1)

The Head, Deputy Head and School Management Team shall establish these procedures.

### **Aims**

- To ensure high quality performance by staff and thus the highest educational standards for students.
- To maintain and monitor standards of quality assurance in accordance with the School's Mission Statement.

TBSC	Issued: 13 <sup>th</sup> March 2003	Policy No.: <b>HR 10</b>
Committee Name: HUMAN RESOURCES	Revised: 24 <sup>th</sup> April 2003	Page 1 of 1

## **Expatriate Staff Accommodation Policy**

### **Rationale**

In order to facilitate transition for incoming expatriate staff, the School will provide internationally hired expatriate employees with economy flight, freight and housing accommodations.

### **Aims**

- To provide internationally hired staff with a settling in allowance that will aid in covering moving expenses.
- To provide internationally hired staff with safe and secure housing accommodations in Venezuela.

TBSC	Issued: 20 <sup>th</sup> August 2003	Policy No.: <b>HR 11</b>
Committee Name: HUMAN RESOURCES	Revised: 1 <sup>st</sup> October 2003	Page 1 of 1

## **Policy for the Recruitment of TBSC Staff**

All paid staff positions within the School shall be filled through an open and transparent recruitment process. This shall entail the development of a job description, advertising and posting of the vacancy, interviews of all short listed candidates to select a preferred applicant. The Head shall finally make the appointment based on the applicant identified as best fitting the job description and the culture of the school.

<b>TBSC</b>	Issued: <b>13<sup>th</sup> March 2003</b>	Policy No.: <b>HR 10</b>
Committee Name: <b>HUMAN RESOURCES</b>	Revised:	Page 1 of 1