



ST. JOHN'S COLLEGE

Staff Handbook

November 2023

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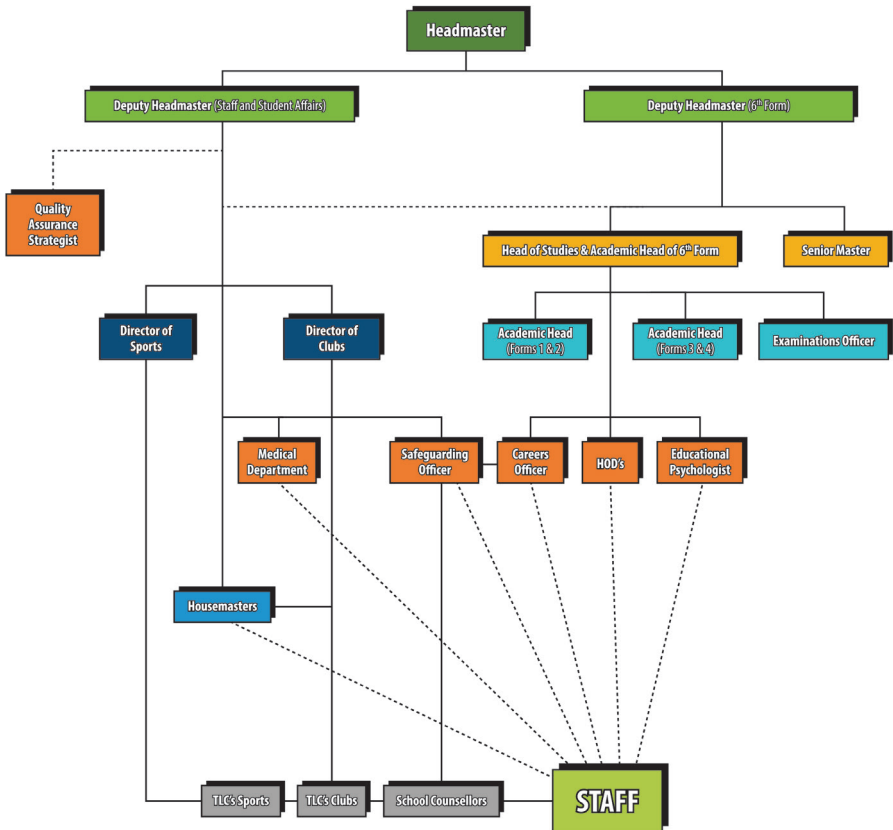
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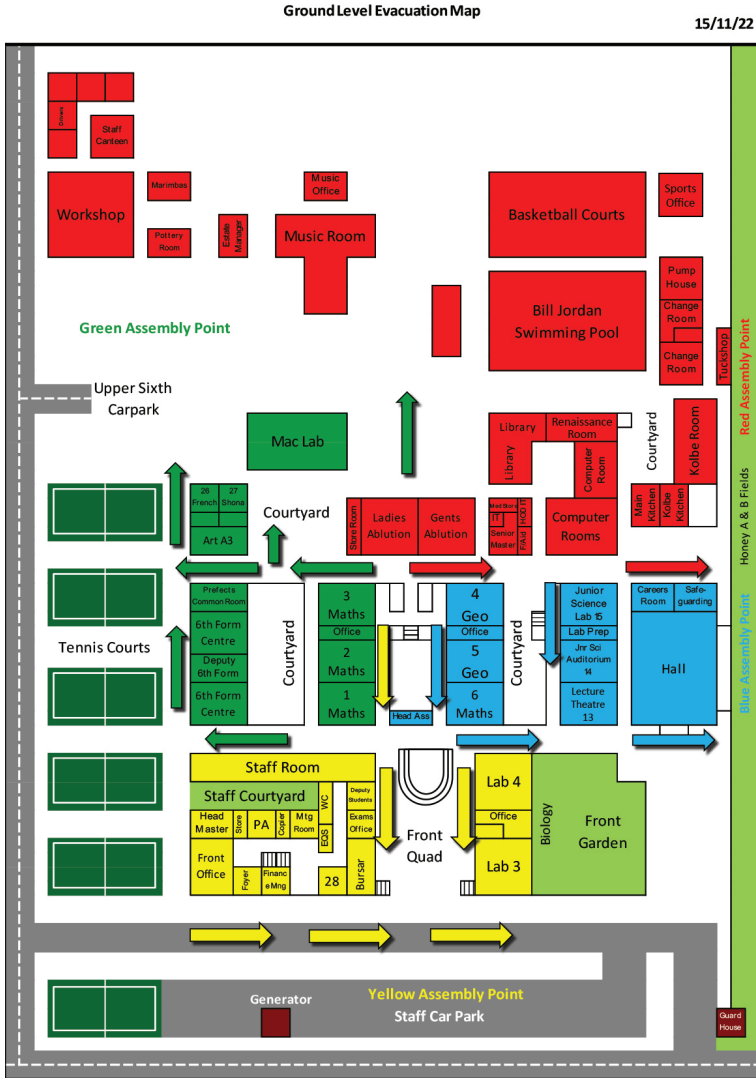
Staff Handbook

1. ORGANOGRAM



2. PLAN OF COLLEGE BUILDINGS

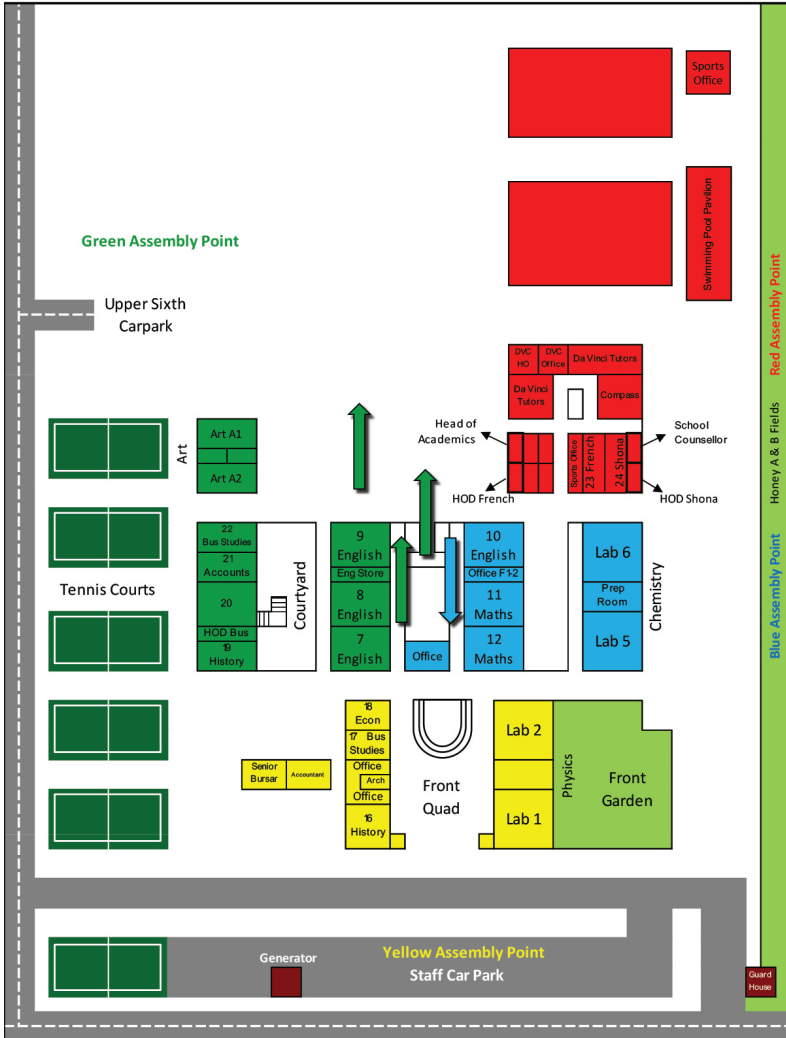
2.1 Lower Level



2.2 Upper Level

Upper Level Evacuation Map

15/11/22



3. INTRODUCTION

- 3.1 The St John's Educational Trust (SJET) is an independent legal Trust which is governed by a Constitution. The Trust is managed, administered, and controlled by a Board of Governors in terms of that Constitution. The Trust owns and administers a Primary School, St John's Preparatory School for Boys, which includes the St John's ECD Centre, and Secondary School, St John's College (SJC). These are both situated in Fisher Avenue, Borrowdale, Harare.
- 3.2 The Board of Governors meets formally twice every school term but has ongoing interaction with the school's management and administration through various operating Committees. These Committees may change from time to time, but are currently:
- 3.2.1 **Finance Committee** – responsible for the preparation of budgets, recommending the fees to meet those budgets and the overall financial management of the schools.
 - 3.2.2 **Human Resources Committee** – responsible for overseeing all staffing issues within the schools through management and ensuring proper recruitment, engagement, remuneration, conditions of service and ongoing further education.
 - 3.2.3 **Campus Development Committee (CDC)** – responsible for the planning, construction, maintenance, and improvement of all the Trust buildings, grounds and residential properties.
 - 3.2.4 **Governance Committee** – responsible for the recommendation of persons to be appointed to the Board or its Committees and to advise on issues of governance.
 - 3.2.5 **Bursaries Committee** – responsible for the award of any bursaries in cases of genuine hardship.
 - 3.2.6 **Pensions Committee** – responsible for looking after the SJET Pension Fund.
 - 3.2.7 **Parents Liaison Committee (PLC) Liaison** – an appointed board member is attached to the Prep and College PLC's as liaison.
- 3.3 Within the schools themselves, there are Management Committees, consisting of the respective Headmaster, and Deputy Heads/Heads of Department, including Administration. These Management Committees have direct control over the day to day operations of the schools and report to the Board through the Headmasters.



- 3.4 To assist with the administration of sporting and cultural activities, parents' committees have been established for most disciplines. Normally a member of the Board of Governors is attached to these committees as well as a member of the staff. The committees may assist with fund raising, procurement of equipment and promotion of tours. The committee may not interfere with school policy or management of the school.
- 3.5 There are three categories of Trust employees as follows:
- 3.5.1 **Faculty Staff** – this includes all those previously referred to as teaching staff, academic staff, assistants, tutors, sports staff etc. This covers all members of management whose functions directly relate to the education of the student body, formal teachers, sports coaches, tutors, laboratory technicians, pipe band tutors and any part time 'teaching' or 'coaching' staff.
- 3.5.2 **Administrative Staff** – this includes all staff who are not Faculty Staff or Support Staff. It includes members of management whose functions do not relate directly to the education of the student body.
- 3.5.3 **Support Staff** – this includes all NEC grade employees, whose conditions of service and employment are governed by a respective National Employment Council Collective Bargaining Agreement. The direct management of this category of employee is part of the management function.
- 3.6 This Staff Handbook is applicable to all Faculty and Administrative staff of St John's College (hereafter collectively referred to as Staff).
- 3.7 Core Values
- 3.7.1 Our core values and key value statement that would frame The St John's Educational Trust's entire strategic intent is as follows:
- “Rooted in Christian principles, the Trust's values are primarily respect, integrity and empathy”.***
- 3.7.2 **Respect** embodies the value of showing consideration for others and compliance with the rules of the game.
- 3.7.3 **Integrity** personifies the values of honesty, truth, honour, reliability and uprightness.
- 3.7.4 **Empathy** exemplifies the commitment to understanding, sympathy and compassion.



- 3.8 The St John's Educational Trust is committed to:-
- 3.8.1 Ensuring a caring environment in its schools where good manners, values and ethics are upheld and where individual expression is encouraged, and all students strive to reach their full potential.
 - 3.8.2 Fostering, through a policy of multi-cultural enrolment, an atmosphere of tolerance and respect for all those who work and study in its schools.
 - 3.8.3 Attracting and retaining committed professional staff.
 - 3.8.4 Offering a broad curriculum, with academic programmes that cater to a variety of needs.
 - 3.8.5 Providing a wide range of cultural activities and sporting disciplines supported by coaching expertise and facilities of a high standard.
 - 3.8.6 Being a leader in Zimbabwean education; setting trends and continually evaluating and improving its assets to meet international standards.

3.9 Vision

- 3.9.1 Our vision is expressed as:

“Nurturing boys, young men and women, to be the best that they can be”.

- 3.9.2 The school is a community of learners, involving adults (teachers) and pupils, both of whom assume, at times, the roles of learner and teacher. The school community consists of members with various learning styles, rates of learning, abilities, and talents, all of which the school recognises, nurtures, and encourages in order that the individual may be ***the best that he or she can be.***

3.10 Mission

- 3.10.1 St John's Educational Trust Schools develop all students to be the best they can be physically, spiritually, intellectually, and emotionally - disciplined through our uniquely specialised, relevant system of inclusive education, instilling values for life and preparing each individual to adapt to a complex and changing world.
- 3.10.2 The focus of the school is on the pupil whose needs at each stage of development are central to a continuously evolving curriculum. More specifically, these needs include the intellectual, physical, social, affective and moral nature of the individual. The school is fundamentally a Christian school and seeks to promote such values.



- 3.10.3 The school seeks to promote certain skills and would hope that its curriculum would enhance the communicative, computational and research skills of the pupils. To complement these skills, the pupil is encouraged to be creative, inquisitive and an effective problem solver while gaining self-confidence.
- 3.10.4 The school feels that it is equally important to encourage development in other aspects of the pupil's nature. This includes the development of a healthy body and an understanding and respect for it; the skills required to adapt well to social situations and an appreciation of nature and the environment.
- 3.10.5 Each member of the school community has a role or series of roles to play. Each role, in turn, has a series of expectations that may be redefined according to the needs of the community. At SJC six roles can be identified:
- 3.10.5.1 The Support Staff
 - 3.10.5.2 The Pupils
 - 3.10.5.3 The Teachers
 - 3.10.5.4 The Parents
 - 3.10.5.5 The School Management
 - 3.10.5.6 The Board of Governors
- 3.10.6 In general, the teacher (and Management) acts as a facilitator for learning by creating the proper conditions for the pupil and the learning situation. Further to this, the Headmaster encourages and creates a conducive overall environment for both pupils and teachers for community learning, interaction and growth.
- 3.10.7 The curriculum is the means by which the pupils acquire the specified skills and knowledge as identified in the school's aims and strategic objectives. It is balanced and provides a sufficiently wide scope for the pupils to find the areas in which their interests and talents lie. The methods of curriculum delivery vary from situation to situation and teacher to teacher. It is, however, the school's belief that pupils benefit most from situations in which they actively participate. The process of positive evaluation and assessment is integral to the curriculum and a necessary part of the learning process for all members of the school community.



- 3.10.8 It is our hope that from this learning environment pupils will gain the foundations of learning and those habits of mind which will enable them to cope with future learning situations and the issues and problems of an uncertain world.

4. TERMS & CONDITION FOR CONTRACT STAFF

- 4.1 These conditions came into force on the 1st January 2016 and may be amended from time to time by the Board of Governors or its Executive Committees.

- 4.2 Interpretation:

All words take the meaning given them in terms of Government regulations and legislation applicable.

In addition: -

- 4.2.1 “Trust” means the St John’s Educational Trust.
- 4.2.2 “Term” means a school term.
- 4.2.3 “Day” means a working day.
- 4.2.4 “Year” means a completed calendar year of service.
- 4.2.5 “Schools” means St John’s College and/or St John’s Preparatory School.
- 4.2.6 “Board of Governors” means the Board of Governors of the Trust, duly elected and holding office in terms of the Constitution of the Trust.
- 4.2.7 “Employee” means any contracted member of staff in the employ of the Trust, other than those covered by NEC contracts.
- 4.2.8 “Faculty Staff” means all educators, irrespective of function or level.
- 4.2.9 “Educators” means all employees who in any direct way instruct or assist in the instruction of the student body.
- 4.2.10 “Administrative Staff” means all contracted employees who are not part of the Faculty Staff.
- 4.3 These conditions of service apply to all employees of the Trust unless specific special conditions differing to these conditions have been agreed in writing between the Trust and a particular employee.



- 4.4 Employment Contracts
- 4.4.1 All employees will be required to enter into a contract to serve the Trust for a fixed period and such service shall be subject to the terms of that contract.
- 4.4.2 The employee agrees to be bound by the provisions of S/I 15 of 2006 being the Labour (National Employment Code of Conduct) Regulations and agrees to accept the composition of the School Disciplinary Tribunal which may preside over any misconduct inquiry constituted in terms of section 6 of said Regulations relating to him/her.
- 4.4.3 All Faculty Staff shall be required to participate in not only teaching, marking and examination duties ordinarily associated with teaching, but will be required to contribute to co-curricular activities as allocated by the Headmaster.
- 4.4.4 All employees shall retire at the end of the calendar year in which they attain the age of sixty-five (65). The continued employment of any employee who has reached his/her retirement date shall thereafter be at the entire discretion of the Trust. After age 65, the maximum contract period shall be one calendar year. Contracts for employees aged 70 or more will be reviewed/renewed on a “special needs” basis only.
- 4.5 Hours of Work
- 4.5.1 During school terms, hours of work for all employees will be as specified by the Headmaster. Faculty staff are expected on campus by 7:00 AM until the end of the teaching day.
- 4.6 Personal Details
- 4.6.1 Employees are required to advise the Senior Bursar of the following personal details:-
- 4.6.1.1 Home address and telephone number.
- 4.6.1.2 Name of Doctor; and Name of spouse/next of kin. Staff are required to advise the Senior Bursar and Front Office Secretaries timeously of any changes. Please communicate changes by email.
- 4.7 Absence from Work Without Leave
- 4.7.1 Advice of inability to attend work, for any cause whatsoever, must be given by telephone/SMS/ WhatsApp at the earliest opportunity on the first day of absence. Contact the Front Office as soon as possible.



- 4.7.2 If the absence is due to sickness or to an accident sustained by the employee and extends beyond three days, the employee must submit a medical certificate signed by a doctor showing the period during which he was unfit for work. Submit this to the Senior Bursar.
- 4.8 Benefits During Sickness (Sick Leave)
 - 4.8.1 Salary and allowances are payable in respect of absence due to sickness or accident only and are subject to the terms as laid out in the Labour Relations Act.
 - 4.8.2 In the event of repeated absences, the Trust reserves the right to request a medical report on such absences through illness and to retire an employee on the grounds of ill health.
- 4.9 Maternity Leave
 - 4.9.1 Maternity Leave is granted when applicable in terms of the Labour Relations Act.
- 4.10 Vacation and Special Leave
 - 4.10.1 The employee shall be entitled to vacation leave as provided in the Labour Relations Act.
 - 4.10.2 Faculty Staff shall take vacation leave during the school holidays.
 - 4.10.3 The school holidays shall be counted as vacation leave for Faculty Staff. The vacation leave so taken in excess of the entitlement under 4.10.1 shall be treated as vacation leave gratuitously granted to the employee in that year. Since the school holidays will normally exceed the entitlement under 4.10.1 it is not possible to accrue leave or to be paid cash in lieu of leave.
 - 4.10.4 Faculty Staff may be required by the Headmaster to attend school during the school holidays. If required, this will not count as vacation leave.
 - 4.10.5 Administration staff shall report for duty as required by the Headmaster during the school holidays and any days not worked during the school holidays will be counted as vacation leave taken.
 - 4.10.6 Special leave not exceeding twelve (12) days in a calendar year shall be granted as provided in the Labour Relations Act at the Headmaster's discretion.
- 4.11 Pension Scheme
 - 4.11.1 The St John's Educational Trust Pension Fund is an Accumulation Investment Fund, administered by a Board of Trustees comprising



- of two members of staff and two members appointed by the Board of Governors. The secretaries to the fund are Minerva Zimbabwe (Private) Limited.
- 4.11.2 All employees on full-time contract over the age of eighteen (18) years and below the retirement age of sixty five (65) years shall join the Fund.
- 4.11.3 Contributions paid by an employee and the Trust on his/her behalf are invested and each employee's retirement or withdrawal benefits are set out in the Rules of the Fund. These rules are available for inspection by an employee at all reasonable times.
- 4.12 Payment and Deductions from Salary
- 4.12.1 Salaries are paid on the Thirtieth (30th) day of each month or on the nearest working day thereto.
- 4.12.2 The following deductions are made from the salary due:-
- 4.12.2.1 Pension Scheme deductions.
- 4.12.2.2 Income Tax (PAYE) and any other statutory deductions, e.g. NSSA.
- 4.12.2.3 Any monies due to the Trust in repayment of an advance of salary.
- 4.12.2.4 Any monies due to the Trust on the termination of service.
- 4.12.2.5 Any monies due to the Trust in repayment of any loan granted by the Trust to an employee.
- 4.12.2.6 Any other deductions which the Trust may be required to make.
- 4.13 Termination of Service
- 4.13.1 An employee is subject to summary dismissal in terms of the employment contract if he is found to be guilty of any act or misconduct warranting such summary dismissal.
- 4.13.2 Subject to Clause 4.13.4 below, an employee is subject to notice of termination in terms of the employment contract if he is found to be guilty of any act or misconduct which does not warrant summary dismissal, but which warrants such notice.
- 4.13.3 Subject to Clause 4.13.4 below, an employee is subject to notice of termination in terms of the employment contract if he fails to



perform his teaching duties satisfactorily to the standard generally required by the Trust.

4.13.4 In any case in which the Trust wishes to give due notice to terminate an employee's contract prior to the expiration of the fixed period in terms of either clause 4.13.2 or 4.13.2 above, such notice must be preceded by at least one verbal and two written warnings, the second of which shall specifically be called a final written warning. In all cases of alleged misconduct or unsatisfactory performance, the employee shall be entitled to an appropriate hearing to be determined by the Headmaster.

4.14 Long Service Awards

4.14.1 6 Years Old Johannian tie/pendant

4.14.2 9 Years One month's salary

4.14.3 15 Years Two month's salary

4.14.4 21 Years Three month's salary

4.14.5 A maximum of three month's salary every six years thereafter.

4.15 Allowances

These are awarded at the discretion of the Headmaster and can be changed from time to time.

4.15.1 Responsibility Allowances

Miscellaneous	Amount
Editor School magazine	\$50
Director School Play	\$50
IC Sports	\$50
Form Teacher	\$50
IC Clubs	\$50
House Master	\$50
Entrance Exams Marking (seasonal)	\$50



4.15.2 Travel Allowances

- 4.15.2.1 Overnight allowances for local travel for sports/camps/conferences have been scrapped.
- 4.15.2.2 Outside the country - \$20 per night. (Included in the tour budget. Paid by the parents).
- 4.15.2.3 Lunch if not offered by the host school \$5
- 4.15.2.4 Breakfast if not offered by host school \$5
- 4.15.2.5 Supper if not offered by host school \$5

4.15.3 Qualifications

Further qualifications after employment will attract a once off “Well Done Award” as follows:

4.15.3.1	Undergraduate/Hons/PGCSE	\$200
4.15.3.2	Masters	\$400
4.15.3.3	PHD	\$600

4.16 Personal Property

- 4.16.1 The trust does not accept responsibility or liability for loss or damage to the personal property of any employee.

4.17 Trust's Property

- 4.17.1 Employees are required to exercise reasonable care and judgment in the use of all equipment, machines and materials belonging to the Schools and/or the Trust.
- 4.17.2 No equipment, machines, materials, documents or furniture may be removed from the Trust's premises without prior authority from the Headmaster.

4.18 Confidentiality

The Trust's business and the affairs of its Schools are to be treated as confidential and no such information is to be communicated to any unauthorised persons.

- 4.18.1 Staff should ensure that internal emails sent between faculties remain the confidential property of the school and are not to be shown to pupils, parents or third parties.



5. CODE OF CONDUCT FOR STAFF

At St John's College we recognise the need for those in our midst to observe extremely high standards of conduct and integrity.

5.1 Classroom

- 5.1.1 No use of cell phones in the classrooms for non-work-related issues.
- 5.1.2 No smoking in the classrooms.
- 5.1.3 Language used must be appropriate for children.
- 5.1.4 No striking, of any sort, of a child.
- 5.1.5 Maintain tidiness and respect for property.
- 5.1.6 Sign-in is required daily via the fingerprint login system. Advise if you are leaving the grounds by signing the book and logging out/in again via fingerprint.
- 5.1.7 Be punctual for lessons.

5.2 Sports Field/Cultural Arena

- 5.2.1 Encourage sportsmanship. Be fair to all.
- 5.2.2 Prepare activities and be organised for sessions.
- 5.2.3 Sports clothes must be worn for sport and appropriate attire must be worn for cultural activities.
- 5.2.4 No cell phones to be used during coaching/training sessions.
- 5.2.5 Registers of participants in your group must be kept in every session.
- 5.2.6 Absentees to be chased up.
- 5.2.7 Be punctual and arrange cover if you are to be absent.
- 5.2.8 No absenteeism without the consent of the Sports Director/Director of Cultural Activities or the Headmaster.
- 5.2.9 Results of matches are to be recorded and handed to the Sports Director/Director of Cultural Activities within 24 hours after the event has taken place.

5.3 Administrative Duties

- 5.3.1 Total commitment is expected in all spheres.
- 5.3.2 Ensure ALL schemes, forecasts and records and other reports are completed on time and kept up to date, daily preparation must be written in case of absences.



- 5.3.3 The syllabus must be followed as instructed in files held by HODs.
 - 5.3.4 Textbook numbers need to be recorded, lodged with HOD and librarian; and accounted for at year end.
 - 5.3.5 Standards laid down by school must be adhered to (presentation of work, marking of books, duties etc).
 - 5.3.6 Liaison between departments, year group teachers, Heads of Departments and Deputy Heads is strongly encouraged.
- 5.4 Communications
- 5.4.1 St John's College recognises the importance of clear and effective communications with all stakeholders (Pupils, Parents, Staff, Headmaster, Trustees, the local and wider community etc), and is committed to being open and accessible for all who have an interest in the school.
 - 5.4.2 E-mail is a quick, effective way of communicating necessary information and is the school's preferred method of communication.
 - 5.4.3 Acknowledge emails within 24 hours during weekdays.
 - 5.4.4 Respond to email within 48 hours during weekdays.
 - 5.4.5 Under no circumstances should staff contact students or parents using their own personal email address.
 - 5.4.6 Formal Parent/Teacher meetings will be held at least once a year for all classes.
 - 5.4.7 No general parents' meetings should be convened without a written agenda being made available beforehand. Adequate notice and tight controls must be implemented including restricting such meetings to bona fide parents/guardians and barring the press. No videos of photos or photos may be taken.
 - 5.4.8 No sensitive matters are to be discussed with students in a big forum prior to parents being informed and them being given an adequate opportunity to respond.
 - 5.4.9 The College should never react hastily to allegations made against it or any member of staff prior to a thorough investigation being conducted and due consideration being given by the Board after consulting with the Headmaster.
 - 5.4.10 Telephone Calls are used in emergency situations and whenever it is necessary.
 - 5.4.11 Make a record of the telephone conversation in an email.



- 5.4.12 Parents wishing to meet a member of staff must make an appointment. This request should be responded to within 48 hours.
 - 5.4.13 A member of staff may ask the HOD or a senior colleague to accompany them.
 - 5.4.14 Staff should call a meeting to a close in the event of the parents becoming angry or abusive. This should be reported immediately to a member of the Senior Management.
 - 5.4.15 The School Website and Social Media Sites (Facebook and Instagram) provide a range of information about the school. They are used to promote the school to a wider audience and are updated regularly.
 - 5.4.16 Many students are on official form, class, sports, or club WhatsApp Groups.
 - 5.4.17 All school associated WhatsApp groups must have a member of staff or prefect in an admin role.
 - 5.4.18 Headmaster's Assembly is held every Monday and Sports Assembly every Friday.
 - 5.4.19 Awards Assemblies are held at the end of every assessment period.
 - 5.4.20 Staff should only send notices on WhatsApp groups just to reinforce and back up what would have been sent to parents via email. Do not over rely on WhatsApp for notices. Not all boys are on this platform.
 - 5.4.21 No homework should be sent on WhatsApp groups after the lesson.
 - 5.4.22 No messages are to be posted on any WhatsApp groups between 19h00 and 06h00.
 - 5.4.23 On the Staff WhatsApp group please do not post unnecessary or personal content. Do not reply to messages posted by Management.
- 5.5 General Demeanour and Expectations
- 5.5.1 All members of staff are to be ubiquitous.
 - 5.5.2 All are "on duty" as it were, especially with regard to general discipline; and must be supportive of College Management in this regard.
 - 5.5.3 All must portray acceptable standards of behaviour AT ALL TIMES.
 - 5.5.4 The College should never be a platform for the promotion of any personal agenda.
 - 5.5.5 Be familiar with Code of Conduct for students.



- 5.5.6 All forms of bullying, discrimination and intimidation have absolutely no place at St John's. This includes physical, mental, verbal, or sexual harassment/abuse of any kind and extends to and includes slurs made against other staff which is insulting and discriminating towards their ethnicity, beliefs, values and identity.
- 5.6 Dress and Deportment
- 5.6.1 As we are the professional body of a recognised and important independent College, our dress and deportment should reflect this at all times.
- 5.6.2 Men are expected to wear trousers and ties.
- 5.6.3 On formal occasions, men are expected to wear lounge suits or a dark blazer and longs with a tie.
- 5.6.4 When male members of staff accompany teams overnight, they are expected to wear trousers, blazer, and tie. On all other occasions, day dress or suitable officiating kit is to be worn.
- 5.6.5 Ladies are expected to be appropriately attired:
- 5.6.5.1 No shorts.
- 5.6.5.2 No spaghetti straps.
- 5.6.5.3 No short skirts.
- 5.6.5.4 DARK blue jeans are allowed, ONLY when paired with a smart shirt and smart shoes (NO faded/pale blue jeans allowed).
- 5.6.5.5 Open-toed footwear is allowed, but smart sandals only – no slops/thongs.
- 5.6.6 Any concerns about a staff member's dress should be privately brought to the attention of the staff representative, who, if a breach has been made, will take it up with the relevant staff member in private.
- 5.7 Conflict of Interest
- 5.7.1 A conflict of interest occurs when one's personal interest interferes in any way with the performance of one's duties or with the best interests of the Trust. Employees must not use their positions or knowledge gained through their employment by the Trust for private or personal advantage in such a manner that a conflict arises.
- 5.7.2 All employees must also be extremely mindful of potential areas of conflict and – given the Trust's wide stakeholder base – that



perceived conflicts are often created even where no actual conflict exists. If any employee considers that any action may even be perceived as a conflict, it is important that such potential be disclosed and managed with the utmost transparency.

5.8 Disclosure of Interests in Contracts

5.8.1 A situation may arise where a member of staff wishes to enter into an arrangement or contract to supply goods or services to the Trust on an arm's length basis. In all such instances the member of staff must disclose his/her interest in the contract to the Board (via the Headmaster) and the staff member concerned shall be precluded from any decision-making in connection with the arrangement/contract. Such notification to the Board must occur prior to authority being given to enter into the arrangement/contract. This notification must be issued via the Headmaster.

5.8.2 Members of staff and employees may not use Trust funds for purchasing goods or services for personal use without prior written authority from the Chairman of the Board of Governors. This needs to be obtained in writing from the Headmaster in writing.

5.9 Relationship with Parents and Suppliers

5.9.1 The relationship with parents and suppliers may give rise to many situations where there is a real or perceived conflict of interest. Members of staff must ensure that they maintain their independence and are seen to be independent of any person or business that has or may have a contractual relationship with the Trust. If a member of staff deals directly with a parent or supplier, he or she must not engage in any private financial relationship with that parent or supplier, other than as provided for in C.9 below.

5.10 Gifts, Hospitality and Favours

5.10.1 Members of Staff should be sensitive to the issue that conflicts of interest can arise where members of staff, their friends or members of their families are offered gifts, hospitality or favours which may, or could be perceived to, influence their judgment in relation to the conduct of the affairs of the Trust, compromise their independence in carrying out their employment or influence the treatment of any student.

5.10.2 In determining whether a gift, hospitality or favour is acceptable Staff should assess whether it is appropriate and could, if necessary, transparently be disclosed without compromising the Trust or member of staff concerned.



- 5.11 Outside Employment, Directorships & Activities
 - 5.11.1 Members of staff may not take up formal extraneous employment in any other business or undertaking, without first making full disclosure of all facts and obtaining prior written permission from the Headmaster, who shall forward a copy of such written permission to the Chairman of the Board of Governors.
 - 5.11.2 Approval will generally only be granted for external directorships or positions where there is a school requirement for involvement or where there is benefit to the Trust. Fees received for any outside directorships or appointments must be paid to the Trust unless specifically otherwise agreed.
 - 5.11.3 Faculty Staff may not offer extra lessons for a fee to any SJC pupil. If requested, faculty staff must advise their responsible HOD of any extra lesson requirements.
- 5.12 Professional Relationship with Students
 - 5.12.1 Act professionally always.
 - 5.12.2 Faculty Staff conduct, in complying with professional boundaries, must be unambiguous.
 - 5.12.3 Avoid over familiarisation with students.
 - 5.12.4 Ensure that physical contact is appropriate and necessary and is carried out with performers' full consent.
 - 5.12.5 Faculty Staff cannot invite students for any social event/function at private homes, restaurants, or bars without the written consent via email from parents and written approval from Management.
 - 5.12.6 Even if a pupil has reached the legal age of consent, any sexual relationship between a teacher and a pupil is forbidden.
 - 5.12.7 While there may be some 'grey areas', Faculty Staff must take responsibility for establishing and maintaining appropriate professional boundaries with students. This means exercising good judgment and recognising the potential negative consequences for students as well as teachers engaging in certain behaviours with students, or allowing inappropriate conduct to continue.
 - 5.12.8 If you suspect a breach of professional boundaries by another teacher, you have a duty of care to intervene if necessary and report such breaches.
 - 5.12.9 For more details, refer to the SJET Policy documents on child protection and social media for Faculty Staff.



6. EXPECTATIONS AND GUIDELINES FOR STAFF

- 6.1 All teaching staff are employed on a contract basis and should be in possession of a signed contract.
- 6.2 The College Day

Students to be at the College by 7:00 AM

Monday	Staff Meeting	7:00 AM	7:10 AM
	Class Registration	7:10 AM	7:20 AM
	HM's Assembly	9:40 AM	10:15 AM
Tuesday	House Assembly	7:05 AM	7:20 AM
Wednesday	6 th Form Contact	7:05 AM	7:20 AM
	Class Registration	7:10 AM	7:20 AM
Thursday	House Assembly	7:05 AM	7:20 AM
Friday	Friday War Cries	6:55 AM	7:20 AM
	Class Registration	7:15 AM	7:20 AM
	Sports Assembly	9:40 AM	10:15 AM
Lessons		7:20 AM	1:30 AM
Break		10:15 AM	10:35 AM
Lunch		1:30 PM	1:55 PM
Prep & Academic Support		1:55 PM	2:30 PM
Sports & Clubs		2:30 PM	5:30 PM

- 6.3 No afternoon activities except inter-schools games and club fixtures should take place on Fridays. Staff are expected to be on campus for the duration of their commitments on any given day.
- 6.4 Job Descriptions
- 6.4.1 Heads of Department

6.4.1.1 Heads of Department (HOD) are an essential cog in the educational, HR and teacher evaluation process at the College. They should, at HR level, be responsible for the staff within each department and ensure that they are all conforming to the same educational principles and practices of the College that everyone should be following. HODs should monitor staff who report to them and guide them as to general expectations at the College. This could cover many different areas, but some examples include:



- 6.4.1.2 Schemes and records.
- 6.4.1.3 Dress.
- 6.4.1.4 Punctuality.
- 6.4.1.5 Attendance at meetings.
- 6.4.1.6 Re-enforcing management expectations as far as students are concerned.
- 6.4.1.7 HODs should identify staffing requirements as and when needed. They should play a central role in identifying/finding new staff, suitable to their needs.
- 6.4.1.8 Interview Procedure
 - 6.4.1.8.1 If a new teacher is needed speak to DH Staff, Student and Faculty Affairs to see if this is a possibility.
 - 6.4.1.8.2 Liaise with Head's PA to see what CVs she/he has on file.
 - 6.4.1.8.3 If you think there is someone suitable set up an interview to meet the teacher. The Education Quality Strategist (EQS) assists in interviewing.
 - 6.4.1.8.4 If you feel the person may fit the needs of your department, please set up 1 or 2 interview lessons. Liaise with the EQS as she needs to watch these lessons.
 - 6.4.1.8.5 Let EQS know if you are worried about any staff members in your department.
 - 6.4.1.8.6 The candidate must do a written communication assessment as part of the interview process. Please supervise that this happens within 20 minutes and that the assessment is written by hand without any access or help from the internet. Liaise with Head's PA.
 - 6.4.1.8.7 Give this assessment to the EQS.
 - 6.4.1.8.8 Please email the EQS with your thoughts and recommendations after watching him/her.



- 6.4.1.8.9 References – ask Head’s PA to get these and read them carefully. Return them to her to be placed in the HR files.
- 6.4.1.8.10 The EQS will take videos of the lessons. These are sent to Senior Management along with a detailed report.
- 6.4.1.8.11 The Headmaster or DH Staff, Student and Faculty Affairs should conduct the final interview, if necessary, on recommendation by the respective HOD and the EQS, at which terms and conditions of employment can be discussed.
- 6.4.1.8.12 Once a decision has been made you will be advised.
- 6.4.1.8.13 If the teacher is not offered a post, make sure he/she is informed by email through the Head’s PA.
- 6.4.1.9 HOD and the EQS to mentor the new member of staff. Please assess him/her frequently in the first year and let the EQS know about any support required.
- 6.4.1.10 Academic management of a department (for teachers and pupils):
 - 6.4.1.11 Ensure that homework is always relevant/appropriate/ valid and adds to learning outcomes. Check that homework assigned is always marked or checked timeously.
 - 6.4.1.12 Take in notebooks (where relevant) to check that pupil notes are of value and are being kept current. The pupils thrive on this feedback.
 - 6.4.1.13 Records of work should reflect the scheme of work’s progress and must be monitored at least once a term. Ensure these are stamped and signed.
 - 6.4.1.14 Monitor that teachers are teaching at the same pace, if more than one is teaching across a particular form.
 - 6.4.1.15 Check and approve internal Examination papers for consistency, quality, and accuracy. Check that assessments are common to the entire form.



- 6.4.1.16 Ensure that all classes have access to the same resources.
- 6.4.1.17 Share relevant literature and articles with staff, to inspire, enthuse and keep the department up to date with best practices.
- 6.4.1.18 Monitor and address problems arising out of poor classroom management, always with the objective to creating an atmosphere conducive to learning.
- 6.4.1.19 React immediately to under performance and non-compliance.
- 6.4.1.20 Recognise excellent work by personal notes to your staff or alerting management.
- 6.4.1.21 Be sensitive to the personal needs of your staff. Be alert and respond sensitively and with empathy to, for example, family problems, financial difficulties, bereavement, depression, and other health issues affecting teachers in your department.
- 6.4.1.22 Follow up and recommend tuition time for those who need support.
- 6.4.1.23 Work in a close relationship with the DVC to support and implement all recommendations arising from educational psychologists' reports and DVC recommendations with regards to inclusive educational practices and access arrangements.
- 6.4.1.24 Ensure that members of your department are providing access arrangements for pupils who need support and that this is documented on LISA.
- 6.4.1.25 Check that feedback to parents, for example departmental student report writing, meets the exacting standards required by the College.
- 6.4.1.26 Be well prepared for consultation days – these are essential to parents as those who do come are interested in knowing that their child is receiving due attention.
- 6.4.1.27 Alert staff to professional development opportunities - Cambridge courses, ATS courses, and online courses.
- 6.4.1.28 Implement staff appraisals in consultation with QUALITY CONTROL AND ASSURANCE (EQS). Follow up as required. Email assessments to EQS, Head's PA and Head of Studies.



- 6.4.1.29 Hold regular departmental meetings to discuss, inter alia, curriculum delivery.
 - 6.4.1.30 Keep up to date minutes and records of departmental meetings.
 - 6.4.1.31 By the end of each term also email the Head's PA a list of assessments you have made in your department over the course of the term.
 - 6.4.1.32 Send minutes of departmental meetings to Head of Studies and CC the Head's PA once every term.
 - 6.4.1.33 Mentor new teachers (new to school or new to teaching) so that each one understands the process required within the department.
 - 6.4.1.34 HODs, as an essential part of the appraisal process, must be the drivers of excellence of practice within their department. Each subject, it is recognised, has its own demands and nuances of teaching. The HOD must ensure that he/she is satisfied that the staff in his/her department are teaching to the expected standard.
- 6.4.2 General Teachers Expectations - Academic
- 6.4.2.1 Prepare for the class allocations/timetable and relevant syllabuses as indicated by the Head of Department.
 - 6.4.2.2 Be totally familiar with all aspects of the syllabus for every class. Be aware of syllabus changes.
 - 6.4.2.3 Have the correct resources available.
 - 6.4.2.4 Issue and account for all textbooks and other assets; keep a register of all issued assets, especially textbooks; collect and account for, in conjunction with the librarian, at year end.
 - 6.4.2.5 Check that textbooks are being looked after by students.
 - 6.4.2.6 If required, request training in the use of Smart Boards or Interactive White Boards.
 - 6.4.2.7 Obtain issued laptop and use for College business and teaching. Laptops are provided to all eligible staff. The laptops remain the property of the College. The laptops will be insured by the College for accidental loss or damage. Loss from an unattended vehicle is not covered. Laptops will be replaced every three years subject to



- financial constraints. The redundant laptop may be purchased by the staff member at book value. Keep up to date on subject material and teaching methods.
- 6.4.2.8 Keep up to date on subject material and teaching methods.
 - 6.4.2.9 Attend professional development courses when available.
 - 6.4.2.10 Prepare schemes of work; these will be checked by HODs /Deputy Heads/Headmaster.
 - 6.4.2.11 Maintain records of work; these will be checked by HODs /Deputy Heads/Headmaster.
 - 6.4.2.12 When emailing parents always CC your HOD in the email so that he/she is aware of what is happening in the department.
 - 6.4.2.13 Communicate with your HOD regarding meeting or phoning parents.
 - 6.4.2.14 Ensure classes are fully prepared for examinations and conduct regular, relevant testing.
 - 6.4.2.15 Mark books regularly.
 - 6.4.2.16 Maintain a tidy workspace.
 - 6.4.2.17 Do not use the printers excessively or for personal printing.
 - 6.4.2.18 Ensure IT equipment is carefully looked after.
 - 6.4.2.19 Be responsible for effective classroom management.
 - 6.4.2.20 Prepare feedback reports as required by Deputy Heads.
 - 6.4.2.21 Discuss teaching problems or difficulties at the earliest opportunity.
 - 6.4.2.22 Be open to positive methods of teaching evaluation/assessment.
 - 6.4.2.23 Regular assessments will be undertaken with the aim of constructively improving practice where necessary. General compliance and performance may be linked to pay awards, promotions, and contracts at the Headmaster's discretion.
 - 6.4.2.24 Participate in at least 3 hours per week of the co-curricular programme.



- 6.4.2.25 Be punctual for the working day and for every lesson.
- 6.4.2.26 Be familiar with the management structure of the College and communicate through the appropriate channels; ultimately, your channel of communication is the Headmaster.
- 6.4.2.27 Add access arrangement information for relevant pupils onto PAT once a term.
- 6.4.2.28 In all instances, matters arising and of concern should be kept within the confines of the faculty and not taken outside under any circumstances.
- 6.4.2.29 NO communications are permitted using the official College letterhead without prior clearance from the Headmaster or Deputy Heads.
- 6.4.2.30 Observe the staff code of conduct.
- 6.4.2.31 Remain on campus during teaching times.
- 6.4.2.32 Meet all report deadlines.
- 6.4.2.33 Ensure all reports and emails are professionally written.
- 6.4.2.34 Check your email, staff Whatsapp group, pigeonhole, the TV, white board in the staffroom and black board outside the staffroom for any communiques and notices every day.
- 6.4.2.35 Attend all academic and staff meetings.
- 6.4.2.36 Support College sporting and cultural activities at every opportunity.
- 6.4.2.37 Dress appropriately and set an example to students.
- 6.4.2.38 Attend every Monday staff meeting and assembly.
- 6.4.2.39 No smoking in classrooms.
- 6.4.2.40 Exercise discretion at all times, especially in public places.
- 6.4.2.41 Do not bring the College into disrepute.
- 6.4.2.42 Switch cell phones off or put on silent during lessons, meetings and assemblies.
- 6.4.2.43 Make sure notices are up to date and that expired notices are removed.
- 6.4.2.44 If you are ill or cannot attend school, contact your



HOD, or, failing this, a Deputy Head and/or the Administration Assistant, at the earliest opportunity. Illness which involves a period of recovery longer than three working days must be supported by a doctor's note.

- 6.4.2.45 No member of staff may administer corporal punishment at any time for any reason. Any member of staff failing to adhere to this instruction will risk serious sanctioning, including the possibility of legal action and immediate dismissal.
- 6.4.2.46 Sign in every morning before 07h30 without fail. Use the fingerprint login only. This is mandatory.
- 6.4.2.47 Report breakages and related issues immediately by emailing the Estate Manager.
- 6.4.2.48 After every class, ensure that there is no litter on the floor at all. Wipe the board and neaten the desks.
- 6.4.2.49 Forbid eating and drinking in the classroom. In very hot weather, a clear bottle of water is permitted.
- 6.4.2.50 At the end of the last lesson, require that chairs be stored on desks. In the case of laboratories, make sure all equipment is put away and the workspace is tidy. Spot checks will be done.
- 6.4.2.51 Remind students that all classrooms are strictly out of bounds during non-teaching time, other than for designated homework periods and detention. No students should be allowed in classrooms or labs unsupervised.
- 6.4.2.52 Play an active role in student disciplinary issues and in maintaining high standards of behaviour.
- 6.4.2.53 Avoid becoming too familiar or friendly with students, including via social media. You will risk compromising your professionalism.
- 6.4.2.54 Do not release students from lessons before the bell rings.
- 6.4.2.55 Release students from lessons on time.
- 6.4.2.56 Do not communicate with schoolboys on Whatsapp between 19h00 and 06h00.



- 6.4.2.57 See the SJC Policy Documents on the website.
- 6.4.3 Form Teachers
- 6.4.3.1 Check your pigeonhole, the TV, white board in the staffroom and black board outside the staffroom for any communiques and notices every morning before registration.
 - 6.4.3.2 Boys must be lined up outside your registration classroom by 07h00.
 - 6.4.3.3 Complete the registration procedure on PAT by no later than 08h00.
 - 6.4.3.4 If boys miss registration due to tardiness in the morning, they must sign in at the Burnett Gate and the Front Office will adjust the records on PAT accordingly.
 - 6.4.3.5 Monitor attendance and punctuality of the boys. If a boy is absent from school for three consecutive days without any excuse, please ask the Front Office to phone the parents.
 - 6.4.3.6 Demand high standards of punctuality at all times. Place repeated late comers on Dress Parade.
 - 6.4.3.7 Follow up on school fees defaulters whenever asked to do so. Check the emails from the Senior Master about exclusions.
 - 6.4.3.8 Collect and monitor excuse notes. Submit these to the Front Office every Friday for filing.
 - 6.4.3.9 Alert the relevant Deputy Head and/or the school counsellor if you are concerned about any student/s.
 - 6.4.3.10 Use registration period constructively i.e. get to know your students and INSPIRE them!
 - 6.4.3.11 Prefects that are assigned to your class are there to help you line up boys and check for dress and haircuts. Do not use them to take your registration.
 - 6.4.3.12 Arrange for cover with the reserve Form Teacher in the event of an absence. Reserves must always be ready to cover form teachers' responsibilities in their absence.
 - 6.4.3.13 Thoroughly check entries on reports and mark orders and make relevant corrections according to the Report



Thesaurus and Report Guidelines. If reports are sent out to parents with errors, the Form Teacher will be held responsible.

- 6.4.3.14 Address reports/mark orders to the parents and not the student.
- 6.4.3.15 All uncollected reports or mark orders are to be handed in at the Front Office.
- 6.4.3.16 Hand out clearance forms and ensure that boys complete the clearance formalities at the end of every term.
- 6.4.3.17 Run the Sponsored Quiz once a year when requested.
- 6.4.3.18 Issue timetable information to pupils. Display a copy in the base room.
- 6.4.3.19 Provide information on examination timetables.
- 6.4.3.20 Provide information on specific matters on the school calendar e.g. Compulsories.
- 6.4.3.21 Offer advice on time management.
- 6.4.3.22 Encourage attitudes that promote the raising of attainment.
- 6.4.3.23 Offer advice on assessment, study skills and examination preparation.
- 6.4.3.24 Promote and implement the school's philosophy on positive behaviour according to the students' Code of Conduct, with emphasis on punctuality, respect for self and others, self-discipline, honesty, reliability, responsibility, zero tolerance for litter, zero policy for bullying, standing up to greet teachers, visitors, and prefects.
- 6.4.3.25 Promote and enforce the school Dress Code Policy and haircuts.
- 6.4.3.26 Promote participation in school initiatives and activities.
- 6.4.3.27 Ensure that the emergency evacuation procedure is always displayed in the registration classroom and regularly go over it with your class.
- 6.4.3.28 Take an interest in the achievements of pupils.



- 6.4.3.29 Encourage pupils to make a greater effort to achieve higher standards in everything they do and particularly in their EAA grades.
- 6.4.3.30 Where a student has a low EAA point out to him/her what he/she could do to improve this.
- 6.4.3.31 Ensure that information on notable achievements is passed on to Deputy Heads.
- 6.4.4 House Masters
 - 6.4.4.1 Take House Assemblies every Tuesday and Thursday. Aim to inspire your House with a motivational message.
 - 6.4.4.2 Implement and enforce the school discipline policy and school rules.
 - 6.4.4.3 Help to review the school discipline policy and school rules.
 - 6.4.4.4 Help to develop students according to the College's expectations.
 - 6.4.4.5 Promote house pride and strong participation in all house competitions.
 - 6.4.4.6 Sit on the Awards and Honours Committee twice every term.
 - 6.4.4.7 Organise teams for house competitions with the help of House Prefects.
 - 6.4.4.8 Help organise and run inter-house competitions.
 - 6.4.4.9 Help in running the Emergency Evacuation Procedure Drill.
- 6.4.5 Head of Year 1 & 2
 - 6.4.5.1 To encourage, guide & support pupils' well-being and academic achievement at school, ensuring students achieve to the best of their ability.
 - 6.4.5.2 Monitoring academic progress for Forms 1 and 2. This includes constant feedback to parents, negative or positive. Arrange meetings regularly with parents of boys with academic 'issues'.
 - 6.4.5.3 Work closely with the College Educational Psychologist at all times.



- 6.4.5.4 Work closely with the Academic Head of 6th Form.
- 6.4.5.5 Ensure Special Access Arrangements are in place before Examinations. Again, working in support of the Educational Psychologist and Examinations Officer.
- 6.4.5.6 Communicate with parents regarding Consultation days and be present on the day itself. Check arrangements with Events Coordinator and Headmaster's PA.
- 6.4.5.7 Facilitating the teachers' meeting in Room 16 (*not on Mondays*), at break time, for those Forms. Ensuring follow ups are carried out. Implement and monitor procedures for underperforming students and monitor progress.
- 6.4.5.8 Provide Pastoral support to pupils; working with form tutors, teachers & school management implementing and ensuring policies, behaviour and procedures are followed by students as outlined in the Code of Conduct.
- 6.4.5.9 Liaise and communicate with teachers, parents and Senior Management as and when required.
- 6.4.5.10 Promote the school's ethos and ensuring school policies are adhered to.
- 6.4.5.11 Always be available for questions & answers to/from pupils, parents, and teachers.
- 6.4.5.12 Coordinate the running of Prep where applicable.
- 6.4.5.13 Compile Detention details, communicate to parents and staff.
- 6.4.5.14 Supervise Detentions on Saturday mornings.
- 6.4.5.15 Manage the 'Lambs to Rams' Grade 7 transition programme in the Christmas Term each year in conjunction with Prep School Management.
- 6.4.5.16 Be ultimately responsible for the running, with other staff, of the Grade 7 prospective Form 1 CAP Assessments in July every year.
- 6.4.5.17 Assist Headmaster with Parent interviews of prospective students.
- 6.4.5.18 Run EAA rankings and communicate with relevant



- Head and Admin for printing of certificates for Mid Term and end of Term Awards Assembly.
- 6.4.5.19 Check effective time spent (and procedures followed) during tutor time with pupils at DVC.
- 6.4.5.20 Ensure new students are settled in and mentored properly.
- 6.4.5.21 Teach 15 to 20 lessons.
- 6.4.6 Head of Year 3 & 4
- 6.4.6.1 To encourage, guide & support pupils' well-being and academic achievement at school, ensuring students achieve to the best of their ability.
- 6.4.6.2 Monitoring academic progress for Forms 3 and 4. This includes constant feedback to parents, negative or positive. Arrange meetings regularly with parents of boys with academic 'issues'.
- 6.4.6.3 Work closely with the College Educational Psychologist at all times.
- 6.4.6.4 Work closely with the Academic Head of 6th Form.
- 6.4.6.5 Ensure Special Access Arrangements are in place before Examinations. Again, working in support of the Educational Psychologist and Examinations Officer.
- 6.4.6.6 Communicating with parents regarding Consultation days and being present on the day itself. Check arrangements with Events Coordinator and Headmaster's PA.
- 6.4.6.7 Facilitating the teachers' meeting in Room 16 (*not on Mondays*), at break time, for those Forms. Ensuring follow ups are carried out. Implement and monitor procedures for underperforming students and monitor progress.
- 6.4.6.8 Provide Pastoral support to pupils; working with form tutors, teachers & school management implementing and ensuring policies, behaviour and procedures are followed by students, as outlined in the Code of Conduct.
- 6.4.6.9 Liaise and communicate with teachers, parents and Senior Management as and when required.



- 6.4.6.10 Promote the school's ethos and ensuring school policies are adhered to.
- 6.4.6.11 Be always available for questions & answers to/from pupils, parents, and teachers.
- 6.4.6.12 Contact Periods.
- 6.4.6.13 Teach 15 to 20 lessons.
- 6.4.6.14 Ensure new students are settled in and mentored properly.

6.4.7 Head of Studies and Academic Head of 6th Form

Academic Head of 6th Form

- 6.4.7.1 U6 AS results & subject adjustments.
- 6.4.7.2 L6 Orientation (in conjunction with DH 6th Form) & service projects.
- 6.4.7.3 L6 subject selection – booklet, meetings, form issuance and master subject choice spreadsheet.
- 6.4.7.4 6th form subject blocks and staffing.
- 6.4.7.5 Assist with L6 Admissions.
- 6.4.7.6 6th Form EAA top 10 ranking twice a term.
- 6.4.7.7 6th Form teachers' meetings once a term in Term 1 & 2.
- 6.4.7.8 L6 Subject Selection Presentation with Careers Officer and HODs.
- 6.4.7.9 Responsible for communicating with parents about academic matters.
- 6.4.7.10 L6 and U6 Parent consultations.
- 6.4.7.11 IGCSE results and final subject selection meetings with all L6 students (in conjunction with Careers Officer) .
- 6.4.7.12 Academic commendations 6th Form.
- 6.4.7.13 6th Form Curriculum development - viability of new subject options; explore possible collaborative partnerships.

Head of Studies

General:

- 6.4.7.14 Chair HOD meetings once a term minimum.



- 6.4.7.15 Calendar input: all academic matters – consultations, teachers’ meetings, dates, deadlines for mark orders and reports; deadlines for reports to Checking Team.
- 6.4.7.16 Email reminders to staff of academic deadlines.
- 6.4.7.17 Verbal reminders of academic deadlines in staff meetings.
- 6.4.7.18 Weekly email with upcoming dates.
- 6.4.7.19 Academic Awards Assemblies preparation.
- 6.4.7.20 Advise staff of developments in global education practices; foster a culture of continuous professional improvement.
- 6.4.7.21 Curriculum development – viability of new subject options; explore possible collaborative partnerships.

Working with HODs:

- 6.4.7.22 Departmental performance tracking and appraisal – global v SJC statistics analysis; feedback and decisions.
- 6.4.7.23 Staff appraisals (in conjunction with EQS); identification of training needs. Management and motivation of staff.
- 6.4.7.24 Lesson observations undertaken by HODs – reports to EQS and Head of Studies and a summary of observations to Headmaster’s PA per ATS requirements.
- 6.4.7.25 Professional development course uptake by staff.
- 6.4.7.26 Ensure necessary resource availability and usage. Facilitate training where needed (e.g. in optimal use of smartboards).
- 6.4.7.27 New staff selection (in conjunction with EQS).
- 6.4.7.28 Mentorship of new teachers (in conjunction with EQS).
- 6.4.7.29 Foster collegiality through a culture of openness to pop-in lesson observations.
- 6.4.7.30 Target setting and follow-up on departmental and individual goal achievement.
- 6.4.7.31 Ensure departmental meetings and minutes are copied to Headmaster’s PA (Headmaster’s PA to keep a record and remind those who have not done so).



- 6.4.7.32 Scheme and Record of Work checks.
- 6.4.7.33 Reports – standards and quality assurance (in conjunction with Reports Team).
- 6.4.7.34 Parent communication - standards and quality assurance; ensure maximum 24 hour response time.
- 6.4.7.35 Predicted grades and learning support detailed on LISA.
- 6.4.7.36 Internal examinations standards and marking moderation for uniformity, fairness and meaningful student feedback.
- 6.4.7.37 Enhance DVC collaboration.
- 6.4.7.38 Timetabling and staff scheduling issues.
- 6.4.7.39 Challenges and concerns.
- 6.4.7.40 Period 11 usage (in conjunction with Year Heads Forms 1 & 2; 3 & 4).
- 6.4.7.41 Academic collaboration with Tichakunda and/or other less privileged schools (through DVC tutoring programme).
- 6.4.7.42 Subject viability analysis and new subject identification and viability analysis.
- 6.4.7.43 Monitoring of new subject delivery – e.g. Drama, Digital Media & Design, new vocational subjects.
- 6.4.7.44 Running of subject workshops e.g. best practice benchmarking.

Working with Year Heads, Careers Counsellor, Educational Psychologist:

- 6.4.7.45 Academic and vocational curriculum development.
- 6.4.7.46 Academic collaboration and synergy development with Prep School – Year 1 & 2 Head and HODs.

Collegial & Advisory Role:

- 6.4.7.47 Set and subject movement – Year Heads.
- 6.4.7.48 EAA rankings – Year Heads.
- 6.4.7.49 IGCSE Subject selection booklets and meetings – Year 1 & 2 ; 3 & 4 Heads; Careers Counsellor; HODs.
- 6.4.7.50 IGCSE Subject selection analysis and movement – Year Heads Forms 1 & 2; 3 & 4 & Educational Psychologist.



- 6.4.7.51 Form 3 subject blocks and staffing – Year 1 & 2 Head and Educational Psychologist.
- 6.4.7.52 Lambs to Rams – Year 1 & 2 Head.
- 6.4.7.53 Junior Prep sessions – Year 1 & 2 Head.
- 6.4.7.54 Checkpoint and DAT examinations, results and analysis – Educational Psychologist, Year 1 & 2 Head and HODs of English and Maths.
- 6.4.7.55 Teachers’ meetings by form – Year Heads.
- 6.4.7.56 Parent consultations – Year Heads.
- 6.4.7.57 Contact periods – Year Heads.
- 6.4.7.58 Grade 7 Entrance examination – Year 1 & 2 Head.
- 6.4.7.59 Form 3 and 4 academic mentoring – Year Head 3 & 4 and DVC.

Working with Examinations Officer:

- 6.4.7.60 Policies – re-writes; late entries etc
- 6.4.7.61 Dates and deadlines – internal and external examinations; entries; predictions
- 6.4.7.62 Internal examination timetables
- 6.4.7.63 DAT’s, Checkpoint, Cambridge, City & Guilds
- 6.4.7.64 Invigilation training
- 6.4.7.65 Invigilation standards maintenance

6.4.8 Examinations Officer

- 6.4.8.1 To organise all internal and external examination processes, including the entrance examinations, in liaison with staff, students, parents, EPSY and CIE, to ensure that all students are entered appropriately for examinations and work closely with the H.O.Ds to form examination timetables. To manage the capture and storage of data.
- 6.4.8.2 Administer all external and internal examinations, ensuring all entries are processed in accordance with the CIE regulations and deadlines.
- 6.4.8.3 Liaise with the HODs, Academic Heads and teaching staff to ensure that examination entries are processed, and deadlines are adhered to.



- 6.4.8.4 Prepare and update all examination entries, including financial estimates of fees.
- 6.4.8.5 Provide relevant data in respect of entries, fees and late fees 6.4.8.4 to the Finance Department.
- 6.4.8.6 Be responsible for the organisation of the examination timetable and ensure that appropriate rooms are used for examinations.
- 6.4.8.7 Publish agreed timetables and seating plans to staff and students.
- 6.4.8.8 Organise timetabling and invigilation of all internal and external examinations.
- 6.4.8.9 Brief students on examination procedures and produce guidelines for staff and students
- 6.4.8.10 Be responsible for organising and overseeing student movement to ensure that appropriate examination conditions are in place for all examinations.
- 6.4.8.11 Ensure Access Arrangements for students with SEN are processed in accordance with CIE Handbook working with Teachers and EPSY.
- 6.4.8.12 In liaison with the EPSY, ensure SEN students have the correct examination arrangements in place and have an application in Access Arrangements with the relevant requirements.
- 6.4.8.13 Organise examination papers and stationery, before and after examinations, ensuring that they are securely stored, in accordance with CIE Regulations.
- 6.4.8.14 Maintain electronic copies of all issued certificates and statement of results.
- 6.4.8.15 Personally, issue examination papers to invigilators.
- 6.4.8.16 Remain on-site at all times for the duration of examinations and personally secure completed examination papers in the examination store.
- 6.4.8.17 Recruit, train and supervise External Examination Invigilators, ensuring that enough numbers are available for each examination in accordance with CIE Regulations.



- 6.4.8.18 Be responsible for managing the invigilation team, including monitoring invigilation performances and dealing with any problems that may arise during and after examinations.
- 6.4.8.19 Manage the arrangements for the issue of examination results to candidates.
- 6.4.8.20 Issue all statement of results and examination certificates in accordance with CIE Regulations.
- 6.4.8.21 Attend any Examinations Officer seminars with cultivating links and discussing best practices in order to streamline the administration of examinations.
- 6.4.8.22 Policy proposal regarding examinations in general.
- 6.4.9 Directors of Sports and Cultural Activities
 - 6.4.9.1 Coaching. Oversee coaching of all sports/clubs, allocation of staff to coaching or management.
 - 6.4.9.2 Initiates the recruitment and selection of external coaches and make employment recommendations to the HM/DH.
 - 6.4.9.3 Monitoring and management of outside coaches – account for effectiveness, need and costing.
 - 6.4.9.4 Manage menu of sport/clubs – options and co-curricular timetable.
 - 6.4.9.5 Manage fixturing of all sport/clubs, home and away. In liaison with committees and other TICs, assist with coordinating tournaments and clinics.
 - 6.4.9.6 Organise officials as required in liaison with TICs.
 - 6.4.9.7 Procurement (through normal channels) and managing all equipment stocks – asset register, labelling, repairs, infrastructure.
 - 6.4.9.8 Draw up a sports/clubs budget in liaison with the Finance Manager.
 - 6.4.9.9 Approve (via HM or DH) and manage use of College facilities including the Astro Turf at all times, especially after hours and during holidays.
 - 6.4.9.10 Organise and run all the inter house activities in liaison with TICs including setting and cleaning up.



- 6.4.9.11 Organise hosting of visiting teams and officials as well as teas, refreshments and food.
- 6.4.9.12 Attend sport/clubs seminars or delegate where possible.
- 6.4.9.13 Ensure a balance and promote all sports. All A Teams must be competitive.
- 6.4.9.14 Ensure grounds are well maintained and dressed – work closely with Estate manager.
- 6.4.9.15 Attend relevant meetings to do with fixturing.
- 6.4.9.16 Arrange and oversee sporting dinners or Sportsmen's Dinner annually.
- 6.4.9.17 Manage student sport/clubs database; follow up weekly on registers and participation; prepare and obtain reports on every student as well as EAA input. Oversee quality of reports before release to parents.
- 6.4.9.18 Organise venue, and medics etc.
- 6.4.9.19 Propose and manage or participate in approved fund-raising activities.
- 6.4.9.20 Manage coaching staff and perform appraisals, base allocations strictly on results and performance.
- 6.4.9.21 Oversee all sports/club tours in every detail – proposals, meetings, voting, cost, timing, selection, appropriateness, travel details, staff, and coaches.
- 6.4.9.22 Liaise with parent sport/club committees – attend every meeting for every sport.
- 6.4.9.23 Develop sporting ability from Form One, sustainably, in every sport.
- 6.4.9.24 Follow up on any and cases requiring disciplinary action.
- 6.4.9.25 Attend management meetings.
- 6.4.9.26 Be ubiquitous at all sporting/club fixtures every day, home or away.
- 6.4.9.27 Welcome visiting teams and coaches. Ensure that they have the programme and itinerary for their stay.
- 6.4.9.28 Follow up on all injuries and publishing a list of boys who are off sports in liaison with the nurse.



- 6.4.9.29 Manage College sporting/club teams and selection, ensure College policy is followed without any influence.
- 6.4.9.30 Ensure that the overall well-being of athletes is a priority.
- 6.4.9.31 Profile sport skills for Grade 7 before arrival in Form One and establish areas of concerns.
- 6.4.9.32 Oversee SUPPORT CARD system with the help of the prefects.
- 6.4.9.33 Manage and keep a register of all sporting/club trophies – work with staff member i/c trophies.
- 6.4.9.34 Compile the weekly sports/clubs programme and updates by Wednesday lunch time.
- 6.4.9.35 Compile and publish team list by every Thursday lunch time.
- 6.4.9.36 Post the weekly sports/clubs results PP on the screen by every Monday morning.
- 6.4.9.37 Collate and distribute weekly sports/clubs results as well as termly summaries.
- 6.4.9.38 Compile sports/clubs report for the HM to present to the BOGs when required.
- 6.4.9.39 Ensure uniform code is adhered to and that all sporting/club kit is approved.
- 6.4.9.40 Liaise with TICs to order sports/clubs kit for school and touring requirements and ensure such meets College approval standards.
- 6.4.9.41 Order and manage staff sports/club regalia.
- 6.4.9.42 Order and manage First Team Tracksuits.
- 6.4.9.43 Ensure staff are appropriately dressed in the College branding for sport/clubs. (Publish the dress code for the week).
- 6.4.9.44 Present claims for team, half and full colours awards, having conducted full investigations into worthiness of the awards – sit on the Colours Committee and report to the Chairman.
- 6.4.9.45 Liaise with Head's PA regarding transport arrangements.
- 6.4.9.46 Prepare magazine reports on all sports/clubs, in association with all coaches and staff as well as captains.



6.4.10 Senior Master

- 6.4.10.1 To implement and enforce the school discipline policy and school rules.
- 6.4.10.2 Be the initial point of reference for all disciplinary matters relating to students in Forms 1 to 6.
- 6.4.10.3 To assist other teachers in managing students with serious behavioural problems. Refer students, whenever necessary, to the school counsellor.
- 6.4.10.4 To take the lead in conducting investigation of complaints from students, parents, teachers and the public.
- 6.4.10.5 Communicate with parents on any disciplinary action taken according to the College's Code of Conduct.
- 6.4.10.6 Ensure Prefects have a visible presence and are managing all allocated roles on campus.
- 6.4.10.7 Ensure all dress code and grooming requirements are met by all students, supported by House Masters.
- 6.4.10.8 Ensure that there is a uniform and correct adherence to dress codes and guard the public image of the College.
- 6.4.10.9 Check on punctuality and movement between classes.
- 6.4.10.10 Organise student participation and responsibilities where appropriate or necessary. (Green and White and War Cries etc.)
- 6.4.10.11 Check, unilaterally, Social Media postings by the students.
- 6.4.10.12 Assist in overseeing manual labour on Saturday morning.
- 6.4.10.13 Follow up on attendances at detentions and manuals and any further measures required – these punishments must be effective.
- 6.4.10.14 Supervise and promote compulsory attendances and support card monitoring.
- 6.4.10.15 Instil a complete sense of intolerance for any sort of litter anywhere.



- 6.4.10.16 Ensure that assemblies are respected – total quiet and no form of “sound” made during presentations or for any other reasons. Zero tolerance on this one.
 - 6.4.10.17 Co-ordinate and run the Fire Drill once every year.
 - 6.4.10.18 Keep control at public functions, specifically the Kolbe bar and any other stand at major events. Be responsible for managing the ‘Right of Admission Reserved’ warning at the Kolbe Room.
 - 6.4.10.19 Communicate regularly and effectively with teachers within the area of responsibility to ensure team cohesion.
 - 6.4.10.20 Perform any other supportive roles as mandated by the Headmaster or Deputy Heads from time to time.
- 6.4.11 Deputy Heads
- 6.4.11.1 Manage the general day to day running of the school.
 - 6.4.11.2 Monday and Friday Assemblies.
 - 6.4.11.3 Oversee academic work of pupils in Division through assessment sheets/symbol cards/reports/special reports.
 - 6.4.11.4 Write testimonials/transcripts for Division.
 - 6.4.11.5 Write reports for good/poor pupils in Division.
 - 6.4.11.6 Handle any major disciplinary problems.
 - 6.4.11.7 Handle all matters (tours etc.) pertaining to the Division.
 - 6.4.11.8 The College should never react hastily to allegations made against it or any member of staff prior to a thorough investigation being conducted and due consideration being given by the Board after consulting with the Headmaster.
 - 6.4.11.9 Termly calendar for staff: events, Contact Periods, Student council meetings etc.
 - 6.4.11.10 Sports and cultural reports read in Monday assemblies.
 - 6.4.11.11 L6 and F1 Orientations (in conjunction with Academic Heads).
 - 6.4.11.12 L6 Induction Assembly.



- 6.4.11.13 Awards and Leadership Congregation.
- 6.4.11.14 U6 Valedictory Ceremony.
- 6.4.11.15 L6 admissions (in conjunction with Academic Head 6th Form).
- 6.4.11.16 Gate passes lists.
- 6.4.11.17 Careers and University Presentation with Careers Officer.
- 6.4.11.18 Contact Periods.
- 6.4.11.19 L6 and F1 Camps.
- 6.4.11.20 L6 leadership roles.
- 6.4.11.21 Information gathering & verification for magazine.
- 6.4.11.22 Check EAA calculations twice termly.
- 6.4.11.23 Student Council meetings.
- 6.4.11.24 Prefect meetings.
- 6.4.11.25 U6 Dance.
- 6.4.11.26 Responsible for communicating with 6th Form parents about pastoral matters.
- 6.4.11.27 6th Form DH Reports.
- 6.4.11.28 Custodian of College policy documents.
- 6.4.11.29 Run Colours Committee Meetings.
- 6.4.11.30 Monitor prefect performance and allocation of responsibility roles within the College.
- 6.4.11.31 Motivate staff attendance at relevant functions.
- 6.4.11.32 Advise staff of any available professional development courses on offer, on-line or at training centres. Work with Directors to arrange in house training if required.
- 6.4.11.33 Mentor new staff and ensure familiarity with all aspects of operations – link to HODs and Directors.
- 6.4.11.34 Staffing requirements for the College.
- 6.4.11.35 Teach 8 to 10 lessons.



- 6.5 Co-Curricular Activities
 - 6.5.1 All full-time staff are required to contribute to the co-curricular programme, either sporting, club or cultural. Minimum expectation is the equivalent of two afternoons a week training/practice plus the weekly match/competition. All teachers are required to carry out House duties as assigned by House-Masters.
- 6.6 Other Extra Activities
 - 6.6.1 Extra Lessons. It is not permissible for teachers to take SJC pupils for extra lessons and charge a fee. Should pupils require extra lessons during the afternoon, the teacher should oblige during the tuition periods as set down in the timetable; this is counted as part of the discharge of normal teaching duties.
- 6.7 School Premises Outside of Normal Working Hours
 - 6.7.1 Staff are not prevented from entering the campus outside of normal working hours, but notification of intended use of any facilities should be given to the Headmaster, in writing, where impact is deemed to be of any significance.

7. PUPIL-ASSESSMENT

- 7.1 Effort Assessment Average (EAA)
 - 7.1.1 These are issued at half term and at the end of term. Teachers should enter onto the report database an EAA which is cumulative and renewed every year. These are then checked and made available electronically to parents.



7.1.2 EAA Descriptors

Academic Effort Assessment Average (EAA)

EXCEPTIONAL	6.0	Student has: <ul style="list-style-type: none"> • Shown excellent overall effort • Worked consistently over and above standard requirements • Completed all assignments to the very best of his or her ability • Contributed substantially to class discussions • Always shown respect for his or her classmates and teacher • Acted always with integrity
	5.8	
EXCELLENT	5.6	Student has: <ul style="list-style-type: none"> • Worked well and shown very/good overall effort • Completed all assignments to the best of his or her ability • Contributed meaningfully to class discussions • Shown respect for his or her classmates and teacher • Always acted with integrity • Behaved well in class • Been infrequently absent and made concerted effort to catch up
	5.4	
	5.2	
	5.0	
VERY GOOD	4.8	Student has: <ul style="list-style-type: none"> • Worked well and shown very/good overall effort • Completed all assignments to the best of his or her ability • Contributed meaningfully to class discussions • Shown respect for his or her classmates and teacher • Always acted with integrity • Behaved well in class • Been infrequently absent and made concerted effort to catch up
	4.6	
GOOD	4.4	Student has: <ul style="list-style-type: none"> • Shown satisfactory overall effort • Completed assignments, some to the best of his or her ability • At times contributed to class discussions • Shown respect for his or her classmates and teacher • Acted with integrity • Behaved well in class some of the time • Been absent on occasion and has made some effort to catch up
	4.2	
	4.0	
	3.8	
SATISFACTORY	3.6	Student has: <ul style="list-style-type: none"> • Shown satisfactory overall effort • Completed assignments, some to the best of his or her ability • At times contributed to class discussions • Shown respect for his or her classmates and teacher • Acted with integrity • Behaved well in class some of the time • Been absent on occasion and has made some effort to catch up
	3.4	
	3.2	
BORDERLINE	3.0	Student has: <ul style="list-style-type: none"> • Worked inconsistently and show unsatisfactory overall effort • Not completed all assignments and/or done assignment poorly • Rarely contributed to class discussions • Not always shown respect for his or her classmates and teacher • Not always acted with integrity • Been disruptive and/or easily distracted in class • Been absent frequently and made no effort to catch up
	2.8	
UNSATISFACTORY	2.6	Student has: <ul style="list-style-type: none"> • Shown little to no effort • Not completed assignments • Made no contribution to class assignments • Not shown respect for his or her classmates and teacher • Not acted with integrity
	2.4	
POOR	2.2	Student has: <ul style="list-style-type: none"> • Shown little to no effort • Not completed assignments • Made no contribution to class assignments • Not shown respect for his or her classmates and teacher • Not acted with integrity
	2.0	
	1.0	
UNACCEPTABLE	1.0	Student has: <ul style="list-style-type: none"> • Shown little to no effort • Not completed assignments • Made no contribution to class assignments • Not shown respect for his or her classmates and teacher • Not acted with integrity



Sport & Culture Effort Assessment Average (EAA)

EXCEPTIONAL	6.0	Student has:
	5.8	<ul style="list-style-type: none"> • Participated enthusiastically and shown excellent overall effort • Contributed substantially to sport or activity, over and above expected contribution
EXCELLENT	5.6	<ul style="list-style-type: none"> • Always shown the greatest respect for his or her teammates/ fellow members and competitors, and coach/TIC and referee
	5.4	<ul style="list-style-type: none"> • Always acted with integrity and shown absolute respect for the rules of the game or traditions and culture of the activity
	5.0	<ul style="list-style-type: none"> • Always behaved impeccably and dressed neatly
VERY GOOD	4.8	Student has:
	4.6	<ul style="list-style-type: none"> • Participated keenly and shown very/good overall effort • Contributed meaningfully to sport or activity
GOOD	4.4	<ul style="list-style-type: none"> • Always shown respect for his or her teammates/fellow members and competitors, and coach/TIC and referee
	4.2	<ul style="list-style-type: none"> • Acted with integrity and shown respect for the rules of the game or traditions and culture of the activity
	4.0	<ul style="list-style-type: none"> • Always behaved well and dressed neatly • Been infrequently absent
SATISFACTORY	3.8	Student has:
	3.6	<ul style="list-style-type: none"> • Participated and shown satisfactory overall effort • Contributed sufficiently to sport or activity
	3.4	<ul style="list-style-type: none"> • Shown respect for his or her teammates/ fellow members and competitors, and coach/TIC and referee
BORDERLINE	3.2	<ul style="list-style-type: none"> • Acted with integrity and shown respect for the rules of the game or traditions and culture of the activity • Behaved satisfactorily and dressed neatly • Been absent on occasion
	3.0	Student has:
UNSATISFACTORY	2.8	<ul style="list-style-type: none"> • Participated inconsistently and shown unsatisfactory effort • Contributed insufficiently to sport or activity
	2.6	<ul style="list-style-type: none"> • Not always shown respect for his or her teammates/ fellow members and competitors, and coach/TIC and referee
POOR	2.4	<ul style="list-style-type: none"> • Not always acted with integrity or shown respect for the rules of the game or traditions and culture of the activity
	2.2	<ul style="list-style-type: none"> • Behaved unsatisfactorily and/or dressed poorly
	2.0	<ul style="list-style-type: none"> • Been absent frequently
UNACCEPTABLE	1.0	Student has: <ul style="list-style-type: none"> • Shown little to no effort • Not contributed to sport or activity • Not shown respect for his or her teammates/ fellow members and competitors, and coach/TIC and referee • Not acted with integrity or shown respect for the rules of the game or traditions and culture of the activity • Behaved unacceptably and/or dressed poorly • Been absent often



7.2 Examinations

7.2.1 Examinations take place every second and third term. Forms 1 do a Mathematics examination at the end of Easter Term and have full reports on first term work. Public examinations are written by Form 4 (IGCSE), L6 (AS Level), U6 (A level) at the end of the year.

7.3 During both the internal examination session and CIE examination session each member of staff allocated as invigilator for an examination is ultimately responsible for the conduct of the particular session.

7.4 All staff are expected to attend the annual invigilation training session before the start of the November public examinations. As part of this they are also expected to familiarise themselves with the provisions of Parts 4 and 5 of the Cambridge Handbook.

7.5 Procedure for Report Writing

7.5.1 After subject teachers have completed their reports, HODs check and then Form Teachers are required to check for errors and omissions, as well as general syntax.

7.5.2 Form Teachers should check that the sporting/cultural requirements have been fulfilled. Form Teachers should establish why there has been no sport/club report if this is the case. Form Teachers' comments should be of a pastoral/social nature rather than purely academic to avoid repetition from Deputy Heads and Headmaster. For Form Teachers please follow this guideline. Say something on each of these three points (DAP):

D - *Demeanour* **A** - *Attitude* **P** - *Performance*

7.5.3 See the Reports Thesaurus and Reports Guideline document for more details. All reports must be completed according to deadline dates and times. If corrections are asked to be made, they must be made on PAT.

7.6 Teacher - Parent Consultations

7.6.1 Regular teacher-parent meetings with subject teachers will be held during a year, in the form of consultation afternoons. Form Teachers and Deputy Heads are expected to attend these meetings to assist the Headmaster in giving feedback.



8. CONTROL AND DISCIPLINARY SYSTEMS

- 8.1 Manual Labour is given for breaches of dress code and appearance, noisy behaviour, not having hymn books and similar minor offences. It involves the culprit doing two hours of work on Saturdays between 06h30 and 08h30 under supervision and it should be recorded in the manual labour book in the staffroom by Thursday 13h20. Prefects also give manual labour.
- 8.2 Detention work is given only by teachers for breaches of academic work i.e. incomplete work, work done shoddily or not to a satisfactory level. It takes place on Saturdays between 06h30 and 08h30 under supervision. The names of culprits should be recorded in the Detention File in the staff room. Avoid putting an entire class on detention, rather select the culprits.
- 8.3 Special Monitoring Report may be assigned to a student at the discretion of the respective Deputy Head/Senior Masters, based on faculty feedback.

9. PROFESSIONAL DEVELOPMENT

- 9.1 The Trust expects all professional staff to be active in continuous professional development for the benefit of the Trust. The Trust is willing to assist with costs of professional development and training and will approve such assistance at its discretion. Additional courses of study etc. should be related to teaching at the College. Discuss options with your HOD.

10. TELEPHONE SYSTEM

- 10.1 The College has four lines and thirty-four extensions. In order to get an outside dialling tone, you have to Dial 0. If you dial 9 and get an engaged signal it means that the three lines are busy, and you won't be able to get an outside line from ANY extension until a line becomes free.
- 10.2 If you wish to speak to another extension in the College, you just dial the extension number.
- 10.3 When transferring a call, you press the "R" or "F" button and dial the required extension - when it is answered you can speak to the extension without the person on hold being able to hear.
- 10.4 When you want to put that person through to the extension you just replace your receiver and the call will go through. Note that calls should be restricted to school business.



11. CHANGES TO DAILY ACTIVITIES

- 11.1 Whenever a change occurs to the timetable or co-curricular activities (either practices or matches) please inform the school office. Changes are to be avoided at all costs; at least 24 hours' notice should be given of any change.
- 11.2 No sporting or cultural matches, meetings or practices may be cancelled under any circumstances, unless due to weather or other unforeseen problem of a serious nature.

12. TRANSPORT REQUIREMENTS

- 12.1 Please book transport for pupils' activities with the Headmaster's PA well in advance due to transport programming.
- 12.2 In addition, the following rules should be observed for all travel:
- 12.3 Staff must ensure that seat belts are worn at all times. Staff will be regarded as negligent in law if students are involved in any accident and not wearing seat belts.
- 12.4 Staff must make a point of advising all students that they will not be allowed to leave the travel party temporarily or by way of alternate arrangements unless specific parental permission has been given.
- 12.5 No pupil may make alternate arrangements for travel or even temporarily leave the travelling party with a friend or even a relative without specific written parental permission given to the member of staff, even if the staff member is aware that the student is frequently allowed to travel with that friend or relative.

13. SIGNING OUT

- 13.1 All academic staff are required to sign out when leaving the school during school hours. Do so using the sign out book in the staff room. No staff are to leave the campus for social coffees, shopping etc. during teaching hours.

14. PERFORMANCE APPRAISALS

- 14.1 All staff are subject to performance appraisals, the criteria being as set forth in the separate Performance Appraisal documentation.



- 14.2 All staff (including the Headmaster) are expected to be actively engaged in this important process as it assists faculty management in determining (inter alia) the following:
- 14.2.1 Correct initial and progressive grading.
 - 14.2.2 Promotional suitability.
 - 14.2.3 Requirements for professional training and on-going in-service training programmes.
 - 14.2.4 Salary award according to grading.
 - 14.2.5 Annual bonus payment to be paid according to a sliding scale that relates to the score achieved in the appraisal process.
- 14.3 Appraisals will be initiated by individual Heads of Department and Management. Other suitably qualified persons from within and without the faculty will be appointed by the Headmaster and will also be tasked with evaluating individual performance. The Headmaster and the Deputy Heads ask the EQS to assess lessons as a matter of routine. Any teacher may be assessed at any time. The EQS videos parts of lessons under Management's instruction.
- 14.4 It should be noted that appraisals are designed to be supportive of teaching staff and are not to be viewed as negative or unnecessary.
- 14.5 Note: failure to participate actively in the process of evaluation and appraisal will result in a negative annual review; this may be prejudicial to income, bonus and contract renewal prospects.
- 14.6 Appraisal of administration staff and any re-gradings or bonus payments will be the initial responsibility of the Finance and Administration Manager. His performance will be reviewed by the Chairperson, Human Resources Committee.

15. ADMINISTRATION OF COLLEGE

- 15.1 The College is run by a Board of Governors and the Management Committee consisting of Headmaster, Deputy Heads, Finance and Administration Manager, Examinations Officer, Sports Director, Director of Cultural Activities, Senior Masters, Campus Manager and Head of Years.
- 15.2 A Common Room Committee elected by the Staffroom, has access to the Management Committee to bring up matters of interest or concern to staff members.



- 15.3 The Kolbe Room has been constructed to serve as an entertainment area where snacks or meals can be served from the tuck-shop kitchen and drinks can be served from the bar. All events to be cleared with the Headmaster's Secretary first.
- 15.4 If staff have any problem areas here is a checklist of whom you can consult to solve the problem.
 - 15.4.1 Academic – HOD/Deputy Heads/Head of Year/Senior Master.
 - 15.4.2 Discipline of pupils – Deputy Heads/Senior Master/Head of Year.
 - 15.4.3 Timetable – Deputy Heads.
 - 15.4.4 Sports – Sports Director.
 - 15.4.5 Cultural – Director of Cultural Activities.
 - 15.4.6 Problems relating to job, salary, conditions etc. - Headmaster through Deputy Head Staff, Student and Faculty Affairs.

16. REQUISITIONS

- 16.1 Any staff member may apply to have work done by the maintenance staff – this applies to classrooms and co-curricular facilities.
- 16.2 The request must be made in writing via email or helpdesk. At least 24 hours' notice should be given. Work of a capital nature must have the approval of the Headmaster.

17. CODE OF CONDUCT FOR COACHES (*THIS ALSO REFERS TO TUTORS*)

- 17.1 General
 - 17.1.1 Attend all Coaching Sessions as per the allotted time slots as per co-curricular programme.
 - 17.1.2 Ensure that the team you are responsible for is coached and managed to a competitive standard.
 - 17.1.3 Attend pre-season practices, tour practices or matches and accompany teams on tours (locally and abroad).
 - 17.1.4 Attend all matches/fixtures as per published fixture lists.
 - 17.1.5 Ensure that all training sessions are pre-planned and have a pre-determined outcome and all players are actively engaged in sessions.



- 17.1.6 Ensure that all training sessions are completed on time as per time shown on co-curriculum programme.
- 17.1.7 Attend any coaching meetings that may be called from time to time.
- 17.1.8 The coach is responsible for all College property and should report any losses, breakage etc immediately to the Sports Director.
- 17.1.9 Report any injuries to the Sports Director and school nurse by 6pm on the day of the injury occurring.
- 17.1.10 The coach must ensure that any training, warm up or match area is left in a tidy and clean manner at the end of any session or match, (i.e. balls put away neatly, litter picked up and no kit or equipment left behind).
- 17.1.11 Complete and submit team lists to the Sports Director at least 36 hours prior to the match day.
- 17.1.12 The coach must communicate effectively with any player being dropped; the reason he has been dropped before publicly announcing the team.
- 17.1.13 Complete and submit training register to Sports Director every two weeks.
- 17.1.14 Complete and submit EAA and written reports for all players as required and by stated deadline.
- 17.1.15 Submit all results of matches played to Sports Director within 24 hours of end of game with any notable performances.
- 17.1.16 Report to Sports Director any disciplinary issues immediately.
- 17.1.17 Report to Sports Director immediately any parental issues that may arise.
- 17.1.18 The coach may not receive any remuneration in cash or kind for any extra coaching of any College boy in any sport. If it is established or discovered that the coach has received anything else in return for extra coaching, this contract will be terminated immediately.
- 17.1.19 Do not reply to/call/WhatsApp anybody or go online on the cell phone or device during coaching sessions and matches.
- 17.1.20 Always communicate with parents well in advance for away matches.
- 17.1.21 Understand that you are accountable for your team's behaviour and dress at home and away fixtures and ensure there is a member of staff on all buses that travel to away fixtures.



- 17.2 Professional relationships with student-athletes
 - 17.2.1 Act professionally always.
 - 17.2.2 Coaches' conduct, in complying with professional boundaries, must be unambiguous.
 - 17.2.3 Avoid over familiarisation with student-athletes.
 - 17.2.4 Ensure that physical contact is appropriate and necessary and is carried out with performers' full consent.
 - 17.2.5 Coaches cannot invite student-athletes for any social event/function at private homes, restaurants, or bars without the written consent via email from parents and written approval from Management.
 - 17.2.6 While there may be some 'grey areas', coaches must take responsibility for establishing and maintaining appropriate professional boundaries with student-athletes. This means exercising good judgment and recognising the potential negative consequences for student-athletes as well as coaches engaging in certain behaviours with student-athletes or allowing inappropriate conduct to continue.
 - 17.2.7 If you suspect a breach of professional boundaries by another coach, you have a duty of care to intervene if necessary and report such breaches.
 - 17.2.8 For more details, refer to the SJET Policy documents on child protection and social media for Faculty staff.
 - 17.2.9 Never give a lift to young athletes in your car nor spend time alone with young athletes unless clearly in the view of others.
 - 17.2.10 Always co-operate fully with colleagues and report any misconduct by other coaches or students.
 - 17.2.11 Do not communicate with schoolboys on Whatsapp between 20h00 and 06h00.
- 17.3 Dress and Deportment
 - 17.3.1 As we are the professional body of a recognised and important independent College, our dress and deportment should reflect this at all times.
 - 17.3.2 Always turn out at all practices and matches smartly dressed and well presented.
 - 17.3.3 Players' shirts must be tucked in during matches.
 - 17.3.4 Winter sports coaches must wear chinos longs and the SJC staff shirt for matches.



- 17.3.5 Summer sports coaches must wear either chino longs or shorts and an SJC staff shirt for matches.

18. RESPECT

- 18.1 Respect - treat all people with respect all the time and require the same of student-athletes.
- 18.2 Class - be a good sport, be gracious in victory and accept defeat with dignity; encourage student-athletes to give fallen opponents a hand, compliment extraordinary performance, and show sincere respect in pre-game and post-game rituals.
- 18.2.1 Taunting - do not engage in or allow trash-talking, taunting, boastful celebrations, or other actions that demean individuals, teams, or the sport.
- 18.2.2 Respect officials - treat contest officials with respect; do not complain about or argue with official calls or decisions during or after an athletic event.
- 18.2.3 Respect parents - treat the parents of student-athletes with respect; be clear about your expectations, goals and policies and maintain open lines of communication.
- 18.2.4 Profanity - do not engage in or permit profanity or obscene gestures during practices, sporting events, on team buses, or any other situation where the behaviour could reflect badly on the school or the sports programme.
- 18.2.5 Positive coaching - use positive coaching methods to make the experience enjoyable, increase self-esteem and foster a love and appreciation for the sport. Refrain from physical or psychological intimidation, verbal abuse, and conduct that is demeaning to student-athletes or others.
- 18.2.6 Effort and teamwork - encourage student-athletes to pursue victory with honour, to think and play as a team, to do their best and continually improve through personal effort and discipline. Discourage selfishness and put less emphasis on the final outcome of the contest, than upon effort, improvement, teamwork, and winning with character.



19. TOUR POLICY AND PROCEDURE

- 19.1 All staff who proceed with students on tour, travel to play sports, or on a field trip must be aware of the high degree of responsibility and potential liability the Trust, the parents and the law places upon them. The staff in charge of pupils must always correctly supervise the students to avoid accidents and unacceptable behaviour.
- 19.2 If staff deviate from specific rules or general guidelines, they lay themselves and the Trust open for civil and criminal liability.
- 19.3 The requisite number of lady teachers accompanies female pupils, whilst male teachers should always be limited to accompanying male pupils.
- 19.4 This policy must be read in conjunction with the Safeguarding and Drug Testing Policies.
- 19.5 Check List
 - 19.5.1 Get an invitation letter from the host.
 - 19.5.2 Complete the Tour Information Spreadsheet in the Tour Workbook, Annexure 1.
 - 19.5.3 Complete the itemised and detailed tour Budget in the Tour Workbook, Annexure 1.
 - 19.5.3.1 A full costing to include travel, accommodation, meals, daily allowances, staff costs and allowances.
 - 19.5.3.2 Sensitivity to cost is essential.
 - 19.5.4 The tour must be approved in principle by the Director of Sports or Cultural Activities first.
 - 19.5.5 The Headmaster must then approve the tour before any arrangements are made.
 - 19.5.6 Meet with parents.
 - 19.5.6.1 Meet with parents to propose a tour, present the itemised budget itinerary and hand out ballot forms.
 - 19.5.6.2 The Director of Sports/Culture must attend the meeting outlining the Board and College position of selection being performance-driven rather than financially driven.
 - 19.5.6.3 Parents will be informed of all the plans, benefits and costs at the meeting.
 - 19.5.6.4 There will be a hard copy of the itinerary for all parents and an attached confidential consent ballot form.



- 19.5.7 Conduct a ballot of parents.
 - 19.5.7.1 All ballot forms are to be completed and returned by parents to the Director of Sports/Culture as soon as possible.
 - 19.5.7.2 Once all the ballots are in, the Headmaster and the Director of Sports/Culture will either approve or reject the tour, with or without conditions.
 - 19.5.7.3 In particular, the tour may receive approval on condition that fund-raising by the Parents Committee for that sport/club/cultural group will pay for any student who cannot afford the tour.
 - 19.5.7.4 If necessary, the Headmaster and Director of Sports/Culture interview parents to assess any comments made in the ballot returns.
- 19.5.8 Submit tour squad to bursars for financial clearance for the squad.
 - 19.5.8.1 A student who is in arrears for school fees is not be considered for a tour until these arrears have been cleared or the Headmaster has given permission for the student to tour whilst in school fee arrears.
- 19.5.9 Submit a letter of request to Deputy Head for clearance for the squad.
- 19.5.10 Submit the tour approval request form to Headmaster.
- 19.5.11 Once approval is received from the Headmaster, open a general ledger account at the bursars.
- 19.5.12 Send a confirmation letter to parents about their child's involvement in the tour and request payments to commence. Also, send an indemnity letter to parents and any affidavits, etc., that must be signed.
- 19.5.13 Send a letter of request to the governing association to gain SRC clearance for the tour.
- 19.5.14 Pay for tickets as soon as possible (get three quotations).
- 19.5.15 Help arrange for the relevant Visas to be obtained (if necessary).
- 19.5.16 Ensure the kit is purchased and delivered before departure (the Colours Committee must approve designs).



19.6 Selection for Tour

19.6.1 1st Teams

19.6.1.1 College position of selection is merit and performance-driven rather than financially-driven.

19.6.1.2 The College must send its strongest and most competitive squad.

19.6.1.3 It must be highlighted that every effort will be made to secure partial funding from parents. Only the **most genuine** cases will be considered for fundraising subsidy from the Parents Committee.

19.6.2 Junior Teams

19.6.2.1 With shrinking competition in specific sports codes in the country, school tours may be approved at the discretion of the Headmaster. In such a case, the selection is not necessarily on merit, but the focus should be on the development of the sport.

19.6.2.2 Individual parents will fully fund tours, and it is not the responsibility of Parents Committees.

19.6.2.3 **National representation** below the age of 17 years is not permitted.

19.7 Tour Management

19.7.1 Unless expressly agreed, at least two staff members must be on every tour. The Tour Manager must be a St John's member of staff.

19.7.2 All staff travelling must meet with the Safeguarding Officer before departure for a Safeguarding discussion.

19.7.3 At the final approval stage, the Tour Manager must take over the tour's running with regular updates and in constant communication with the Director of Sports/Culture, Parents Committee and Headmaster. This includes filling in all the details in the Tour Workbook under the guidance of the Director of Sports or Culture.

19.7.4 Parents will be requested to sign appropriate permission or 'in loco parentis' forms and may be asked to agree to specific tour conduct proposals to ensure high standards of behaviour. No pupil may go on tour without this.

19.7.5 The Tour Manager will ask the parents to start paying the necessary money. The Bursars Department will open a ledger account. All money will be paid to the bursar and receipted. Once sufficient



- funds are in, the school will pay travel agents, host schools, etc.
- 19.7.6 The Tour Manager is responsible for ensuring all travelling members of the squad and management have correct travelling documentation. This will entail filing copies of all passports and visas in the Tour File.
 - 19.7.7 It is mandatory that all travelling members have medical cover for the area or country where they are travelling. The Tour Manager needs copies of the medical insurance cards or travel cover policies before departing. All this documentation must be placed in the Tour File.
 - 19.7.8 The Tour Manager must know children who require special medical care or supervision before departure and should take the necessary steps to ensure their health is not jeopardised.
 - 19.7.9 The Tour Manager must ensure that seat belts are always worn.
 - 19.7.10 Tour Managers will be considered negligent by law if students are involved in accidents and not wearing seat belts.
 - 19.7.11 The Tour Manager must advise all students that they will not be allowed to leave the travel party temporarily or by way of alternate arrangements unless specific parental permission has been given in writing.
 - 19.7.12 No pupil may make alternate arrangements for travel or even temporarily leave the travelling party with a friend or even a relative without specific parental permission (in writing) to the Tour Manager, even if the Tour Manager is aware that the student is frequently allowed to travel with that friend or relative.
 - 19.7.13 All tour confirmation documentation needs to be placed in the file, including transport, accommodation, fixtures, invitations, etc.
 - 19.7.14 Tour kit and uniforms are to be organised by the Tour Manager. Samples are to be produced and approved by the Colours Committee.
 - 19.7.15 All teams travelling on tour in Africa must do so in Full Numbers.
 - 19.7.16 Teams travelling out of Africa can wear a unique, approved, comfortable travelling kit.
 - 19.7.17 On return, the Tour Manager must submit a Tour Report to the Director of Sports/Culture and Headmaster and an expenses reconciliation of money taken for the tour. This needs to be handed to the Finance and Administration Manager within five days of the



end of the tour.

- 19.7.18 The Tour Manager is to send thank you letters to all who assisted, fundraised, hosted, etc., to make the tour possible.
- 19.7.19 Should the tour require fundraising, this will be the responsibility of the Parents Committee to control. The Headmaster must authorise all fundraising events before they are held. The general principle is that fundraising should be targeted within the interest group of that tour so that the general school population is not presented with request after request for assistance.
- 19.7.20 Any use of the school property and facilities for fundraising purposes will also need prior authorisation from the Headmaster. All fundraising events that require it must be licensed and registered – particularly raffles.

20. DA VINCI CENTRE

The Da Vinci Centre (DVC) seeks to provide individualised support or extension to boys within the mainstream system at St John's College. DVC staff work closely with academic teachers, the school counsellor, educational psychologist, parents and any other relevant professionals. The DVC also provides a level of emotional support to pupils if required, in conjunction with the school counsellor.

20.1 Referrals to the Da Vinci Centre

- 20.1.1 Pupils can be referred to the DVC by teachers, educational psychologists or other professionals, the school counsellor, parents or by themselves. There is no restriction on who can attend the DVC unless stipulated by the DVC staff.
- 20.1.2 The DVC co-ordinator will work closely with the educational psychologist to make recommendations for educational psychologist reports to be performed to determine eligibility for access arrangements.
- 20.1.3 According to the advice of educational psychologist reports, staff and in liaison with the Headmaster, a pupil's timetable may be reduced or adapted in order to make time for additional tutorials in the DVC.

20.2 Mainstream Staff

- 20.2.1 Members of staff who are allocated timetabled lessons in the Da



Vinci Centre must be prepared and punctual for all their lessons and will be expected to complete and maintain records of work for the lessons they teach, according to the existing system in the DVC. They should seek advice on how this system works.

- 20.2.2 All staff are welcome to volunteer any time they have to teach in the DVC, either during the morning or during scheduled Period 11 sessions. This can be offset against club or sport requirements that are stipulated in contracts.
- 20.2.3 HODs are required to assist in the training of Sixth Form tutors and for providing advice on academic matters and tutor selection pertaining to the tutoring of their subjects.
- 20.2.4 Staff are required to identify students in their classes who they believe would benefit from Da Vinci intervention (either support, extension or emotional issues) and to communicate these needs to the co-ordinator of the DVC.
- 20.2.5 Staff are requested to communicate any additional needs that they have identified in their classes that could assist with pupils' learning.
- 20.2.6 Staff may be requested to work with Sixth Form tutors or DVC staff to provide information on topics they are covering and syllabus requirements. A close working relationship between the DVC and class teachers is strongly encouraged.
- 20.2.7 All teachers are encouraged to request classroom support from Sixth Form tutors or DVC staff if they require assistance in any large or multi-ability classes.
- 20.2.8 All coaches and teachers are encouraged to volunteer for the DVC mentoring programme, either for Form 4s or for specific individuals who have been identified by the Headmaster.

21. PERIOD ELEVEN TUTORING

- 21.1 The DVC staff will propose a timetable of Period 11 and afternoon tutoring, depending on pupil requests.
 - 21.1.1 These sessions will be communicated to staff, boys and parents and will not interfere with existing department tutorials.



22. COMPASS PROGRAMME

- 22.1 Academic staff are requested to suggest boys at the end of Form 1 and Form 4, who they believe would benefit from the Compass Programme.
- 22.2 Teaching staff are required to make the boys' transitions between the Compass Programme and mainstream teaching as smooth as possible by communicating with the Compass Programme facilitator as necessary.
- 22.3 Academic staff should communicate closely with the Compass Programme facilitator in areas of cross-over subjects, as per request.

