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*Note. Unless otherwise noted, this policy was fully reviewed and/or revised in June 2016*

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**4.00 PERSONNEL****4.10 STAFFING PHILOSOPHY AND GOALS**

The Board recognizes that a dynamic, efficient, staff dedicated to education is necessary to maintain a constantly improving educational program. The Board is interested in its personnel as individuals, and it recognizes its responsibility for promoting the general welfare of the staff.

Adopted: Jan 22 86

Amended: Apr 23 94

Amended: Jan 19 00

**4.101 EQUAL EMPLOYMENT OPPORTUNITY**

No person shall, on the basis of race, color, creed, sex or national origin be subject to discrimination in any aspect of employment. Appropriate employment criteria for instructional personnel shall include, but not be limited to, educational background, command of subject matter, English proficiency, and the ability to teach using current instructional methods.

Adopted: Feb 21 90

Amended: Apr 23 94

**4.20 CATEGORIES OF PERSONNEL**

Employees of the International Community School of Abidjan are classified as follows:

**4.201 INSTRUCTIONAL EMPLOYEES**

Instructional employees are professional staff who are teachers or specialists with educational credentials or who are in the positions of Director, Principal or Counselor.

- A. Overseas-hired teachers or school administrators who are hired outside of the Cote d'Ivoire and brought to Cote d'Ivoire for the sole purpose of employment at ICOSA.
- B. Locally-hired teachers who are hired from within Cote d'Ivoire.

**4.202 CLASSIFIED EMPLOYEES**

**Classified employees:** These positions are necessary to the smooth operation of the school, and these employees are classified as administrative or support staff. Classified employees are placed on their own salary scale.

- A. **Classified administrative staff:** those employees whose jobs are classified by position, and whose salary falls into a range, based on training and experience, as defined for that

*Note. Unless otherwise noted, this policy was fully reviewed and/or revised in June 2016*

classification:

1. Business Manager
2. General Services Officer
3. HR Manager
4. Professional Development and Admissions Officer
5. Executive Secretary
6. Secretary to the Principal
7. Receptionist
8. IT Director
9. Network Manager
10. IT Technician

The salary range for these employees is set by the Board, and is based upon previous experience. The employees in this category are not eligible for overtime consideration.

**B. Classified Support Staff:** those employees whose jobs are classified by position and whose salaries are position specific.

1. Printer/photocopy operator
2. Chauffeur
3. Stockroom manager
4. Electrician
5. AC maintenance
6. Gardeners
7. Custodians
8. Learning assistants
9. Additional support staff as required

**C. Hourly employees**

Occasional employees are paid an hourly wage established by the Director with approval of the ICOSA Board.

Adopted: Apr 23 94

Amended: Mar 20 99

#### **4.30 POLICIES PERTAINING TO STAFF EMPLOYMENT**

##### **4.301 STAFF CONTRACTS**

All personnel of the International Community School of Abidjan should have signed contracts on record in their employment files. Acceptance of a contract of employment signifies the employee's willingness to comply with all rules and regulations of the Board of Directors as stipulated in policy.

*Note. Unless otherwise noted, this policy was fully reviewed and/or revised in June 2016*

Adopted: Jan 22 86  
Amended: April 1, 2015

#### **4.3011            CONTRACTS FOR OVERSEAS-HIRED INSTRUCTIONAL EMPLOYEES**

Instructional employees hired from outside the Cote d'Ivoire are provided benefits competitive with overseas international schools and in conformity with the laws of Côte d'Ivoire. In all instances, overseas-hired instructional employees shall possess Credentials as defined by these Policies and Regulations.

An overseas-hired employee will change his or her status to a locally hired employee after a period of seven years at ICSA or after obtaining citizenship in Cote d'Ivoire. Such employees will remain on the same salary scale but the overseas benefits will no longer be afforded.

Adopted: Jan 22 86  
Amended: April 1, 2015

#### **4.3012            CONTRACTS FOR LOCALLY-HIRED INSTRUCTIONAL EMPLOYEES**

##### **A. Locally-Hired Instructional Employees with US-equivalent Credentials**

Such teachers are placed on the same scale as overseas hires but are not entitled to the benefits accorded to overseas hired instructional employees.

##### **B. Locally-Hired Instructional Employees with Local Credentials**

Such teachers are placed on the local ICSA salary scale with regards to their qualifications.

Adopted: Jan 22 86  
Amended: Jun 17 91  
Amended: Apr 23 94  
Amended: Jan 19 00

#### **4.302 CREDENTIALS**

Each instructional employee must possess a teaching or specialist credential valid in the United States or have been granted "credential equivalence" by the Director when the employee has had teaching experience in an International style school and is qualified to teach in other than International schools.

Adopted: Jan 22 86  
Amended: April 1, 2015

#### **4.303 STAFF PROBATION AND TENURE**

*Note. Unless otherwise noted, this policy was fully reviewed and/or revised in June 2016*

Locally-hired full-time instructional employees will be offered a one-year fixed-term contract. This contract may be renewed by the Board at the end of the first year for a second fixed-term. If the employee's contract is renewed a second time (for a third year), he/she becomes a tenured employee of the school until such time when the contract is severed by one party or the other party.

Overseas-hired instructional employees will be offered a two-year contract. This contract may be renewed by the Board upon the advice of the Director on an annual basis. Reasons and responsibilities for severing the contract are defined in the State of Delaware.

Adopted: May 22 90  
 Amended: Apr 23 94  
 Amended: May 25 96  
 Amended: Jan 30 99

#### **4.304 CONTRACT RENEWAL**

An employee's written acceptance or written resignation must be received by the administration by November 30. The school will let such employees know of their continuance by the last work day in December.

Adopted: Jan 22 86  
 Amended: Mar 21 90  
 Amended: Feb 15 92  
 Amended: Sep 19 92  
 Amended: Apr 23 94

#### **4.305 SALARIES OF INSTRUCTIONAL EMPLOYEES**

Salaries of instructional employees are paid in accordance with the ICSA Salary Scales adopted by the Board of Directors. The maximum entry level for any newly hired employee is Step 7.

Adopted: Jan 22 86  
 Amended: Apr 23 94

#### **4.40 INSTRUCTIONAL STAFF RECRUITMENT, SELECTION AND RETENTION**

The Board shall adopt annually, upon recommendation of the Director, a professional staffing plan for the school. The Director is responsible for selecting individuals to fill the positions so established. The Director shall establish recruitment and selection procedures to maintain a fine, professional staff. The assignment and reassignment shall be made in accordance with the needs of the school and determined by the Director.

*Note. Unless otherwise noted, this policy was fully reviewed and/or revised in June 2016*

Adopted: Feb 21 90  
Amended: April 1, 2015

#### **4.50 STAFF EVALUATION**

##### **4.501 EVALUATION PROCEDURE**

All employees are subject to on-going evaluation by the administration in accordance with established and published procedures. All employees must have an evaluation at least once during the year.

Adopted: Jan 22 86  
Amended: Dec 14 91  
Amended: April 1, 2015

#### **4.60 STAFF TERMINATION OF EMPLOYMENT**

##### **4.601 DISMISSAL OF STAFF MEMBER**

It is an explicit term of employment contracts that "the failure to follow a legitimate directive of the Board of Directors or the administration or the penal conviction of the employee shall be grounds for immediate dismissal without right to notice and severance". In addition, all actions constituting serious misconduct (faute lourde) by any School employee under Ivorian law are grounds for immediate dismissal without right to notice and severance.

All tenured employees may be dismissed for cause. Their benefits shall be paid out in conformity with Ivorian labor laws.

Adopted: Jan 22 86  
Amended: Apr 23 94  
Amended: Jan 30 99  
Amended: Jan 19 00

##### **4.602 RESIGNATION OF STAFF MEMBER**

Acceptance of a contract is a legal and ethical commitment to complete its full term. Failure to respect the clauses of the contract will occasion penalties as written in the contract.

Adopted: Jan 22 86  
Amended: Sep 19 92  
Amended: Apr 23 94  
Amended: Jan 19 00

##### **4.603 RETIREMENT**

*Note. Unless otherwise noted, this policy was fully reviewed and/or revised in June 2016*

Retirement at ICOSA is age 60. Faculty and staff members wishing to work beyond this age may so request to the Director.

Adopted: Apr 22 02

#### **4.70 STAFF EMPLOYMENT CONDITIONS**

##### **4.701 STAFF CAREER DEVELOPMENT OPPORTUNITIES**

It is desirable that all instructional personnel maintain their professional competence through inservice growth. The Board of Directors, recognizing the value of participation in professional activities, delegates to the Director responsibility for administering an effective professional development program for instructional and classified staff.

Adopted: Mar 21 90

Amended: April 1, 2015

##### **4.702 STAFF LEAVES AND ABSENCES**

Provisions for leave for personal illness of the employee and certain family members, maternity leave, personal leave, bereavement leave, sabbatical leave, and leave without pay are stipulated in the Faculty Handbook.

##### **4.703 STAFF FRINGE BENEFITS**

###### **4.7031 EDUCATIONAL SUPPORT STIPEND**

Up to three children of full-time instructional employees shall be given free tuition at the school. However, no such free tuition shall be provided if the children are eligible for tuition payment from any other plan. If a percentage of the tuition is paid by another program, the remainder shall be free. In addition, half-time instructional employees (with at least a 50% work load) on a full year contract with I.C.S.A. shall benefit from one free tuition.

Each member of the Classified Administrative and Classified Support staffs, who has a child or children enrolled in school will be given an amount CFA 300,000 to be used as a subsidy for the children's education.

Adopted: Jan 22 86

Amended: April 1, 2015

Amended: November 7, 2016

###### **4.7032 HEALTH INSURANCE**

Health insurance is provided for full-time employees as stipulated in the Staff Handbook.

Adopted: Apr 18, 1990

*Note. Unless otherwise noted, this policy was fully reviewed and/or revised in June 2016*

Amended: April 1, 2015

#### **4.7034 SALARY CONTINUATION**

In the event of school closing for an extended period of time, ICSA guarantees 100% of salary for three months or until the end of the employee's contract period, whichever is the earlier.

Adopted: Dec 19 92

Amended: Apr 23 94

Amended: Jan 19 00

#### **4.7035 RETIREMENT BENEFITS**

All locally hired instructional and classified staff shall be eligible for membership in the ICSA Retirement Plan.

Adopted : Jan 21 95

Amended: April 1, 2015

#### **4.80 INSTRUCTIONAL STAFF RIGHTS AND RESPONSIBILITIES**

The effectiveness of the educational program is determined by the degree to which the teacher discerns and ministers to the needs, interests, and abilities of the students. This Board considers the teacher the key personality contributing to the success of the students in the school. Only a mentally, physically, socially and emotionally healthy individual can function with maximum effectiveness.

Adopted: Jan 22 86

Amended: Apr 23 94

##### **4.801 STAFF ETHICS**

The Board of Directors of the International Community School of Abidjan supports ethics concerning staff behavior in an international school as stipulated in the Faculty Handbook.

##### **4.802 INSTRUCTIONAL STAFF REPRESENTATION**

The Board shall consider the Teachers' Association of the International Community School of Abidjan (TAICSA) the spokesperson for the instructional staff of ICSA. The TAICSA shall be represented at each Board meeting by two faculty representatives elected by the members of the TAICSA to a term of one year. These representatives shall have the right of voice at all meetings, but without the right of vote.

Adopted: Feb 21 90

Amended: Apr 23 94

*Note. Unless otherwise noted, this policy was fully reviewed and/or revised in June 2016*



#### **4.803 HEALTH REQUIREMENTS**

All employees shall provide evidence of good health by the submission of a report of a physical examination by a licensed physician at least once for every two years of employment by the International Community School of Abidjan. In addition, employees must, upon request by the Director, provide evidence of freedom from active tuberculosis as shown by chest X-ray or approved intradermal tuberculin test. The International Community School of Abidjan will reimburse these requirements when they are not covered by a pre-existing health plan applicable to the professional employee.

It shall be the responsibility of an AIDS infected employee to notify the Director of the school of his/her condition at the onset of the disease. When school officials have not been notified but have reasonable cause to believe an employee is infected with AIDS, the Director may require that employee to submit to a medical examination, and provide a laboratory report from a facility designated by the school. The anonymity of the infected employee will be treated with strict confidentiality by school officials.

A decision will be made about an infected employee's continued employment through a confidential review process. The team shall be comprised of the employee, licensed medical physician(s), and appropriate professional personnel as determined by the Director. Decisions will be made to determine the prospects of continued employment. The team will determine whether an infected employee shall be permitted to remain employed in a capacity that involves contact with students or other employees. The decision will be based upon the physical condition of the employee, the expected type of interaction of others in the school system and the impact of both the infected school employee and others in that setting. The school will encourage and enforce non-discriminatory behavior toward HIV-infected students and staff.

Adopted: Jan 22 86

Amended: May 16 92

Amended: Apr 23 94

#### **4.804 PUBLICATIONS**

Employees must clear with the appropriate Administrator any written document or publication which purports to be an official school communication.

Adopted: Jan 22 86

Amended: Dec 13 89

#### **4.805 EDUCATIONAL MATERIALS**

##### **4.8051 ADVERTISING MATERIALS**

The school shall not be used as an agency for the distribution of advertising materials per se. No materials of any kind from sources outside the school may be distributed to students or on the

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school grounds without the prior approval of the appropriate school Principal.

Adopted: Jan 22 86

Amended: Apr 23 94

#### **4.806 PERSONNEL FILE**

It is the responsibility of each instructional employee to have on file in the Director's office a current copy of:

- a. college transcripts and degree or diplomas received;
- b. teaching certificates or credential received;
- c. if available, confidential placement records from a placement office.

Additional information relating to evaluation or professional services or the activities of the employee in the community may be placed in the file.

Any employee may examine his/her own file upon request. Confidential information submitted by college and university placement offices, employment agencies, and individuals relative to the employee's previous experience and training shall not be made available to the employee. The information in an employee's file will not be shown to anyone other than a school administrator or member of the Board while the Board or Committee is in session.

Upon termination of employment, the employee may request and have returned to him college transcripts and teaching certificates or credentials. Confidential placement office papers shall not be given to the employee nor shall they be sent on to a prospective employer.

Adopted: Jan 22 86

Amended: Apr 23 94

#### **4.807 STAFF INVOLVEMENT IN DECISION-MAKING**

The Board encourages employees to participate in decision-making for the school. Such participation may include, as appropriate, involvement in policy development, administrative rules, curriculum development, and facilities planning.

Adopted: Mar 21 90

Amended: April 1, 2015

#### **4.808 STAFF COMPLAINTS AND GRIEVANCES**

Employees may face problems of an individual nature which relate to the proper and equitable interpretation of Board rules and regulations or to just and equitable treatment. Teachers shall follow the procedure established below for resolving a grievance.

1. The employee should make every effort to settle the problem with the concerned administrator on an informal level. The employee will request a conference with the concerned administrator to

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discuss his/her grievance. Either party may request the presence of a mutually agreed-upon third person at the conference, should the need be felt.

2. If no reconciliation is forthcoming, then the employee will write a formal letter of complaint or grievance to the concerned administrator who will respond in writing in a timely manner (within 5 school days).

3. If the employee is dissatisfied with the concerned administrator's response, he/she will address a letter of complaint to the Director. He/She will attach copies of any and all correspondence he/she has had with the concerned administrator. The Director will respond in writing in a timely manner (within 5 school days).

4. If the employee is still dissatisfied with the response he/she has received, he/she may appeal in writing to the Board, attaching copies of any and all correspondence written and received to date. The Board will respond in writing within five (5) school days after the Board meeting at which the complaint or grievance was discussed. The teacher may be requested to appear before the Board in person.

Adopted: Jan 22 86

Amended: May 22 90

Amended: Apr 23 94