



Human Resources Policy

Reviewed in September 2023

JSSPS Vision Statement on Wellbeing

At JSS Private School (JSSPS) we promote, develop, equip and prepare healthy learners for life. We are committed to making it our mission to promote resilience, positive wellbeing and mental health for all our pupils and staff. We understand wellbeing to be a state of being comfortable, healthy and happy. We aim to drive this message forward, and to ensure that mental health and wellbeing is “**everyone’s business**” across the whole school community. We strive to create an environment that has a whole school approach, in providing excellent mental health support, understanding and intervention. We put Wellbeing at the heart of our school to ensure successful learning, and commit to our policies reflecting this practice.

I. JSSPS Vision Statement on Inclusion

At JSSPS, we adopted a legislative frame work for inclusive education based on UAE Federal Law No.(29), 2006 & Law No.(2) 2014. The implementation and impact of the standards included within Dubai Inclusive Education Policy Framework (2017) are monitored and regulated by the Knowledge and Human Development Authority (KHDA).

We understand that a diversity and inclusion plan will be effective only when founded on a ***true belief in and understanding of the value of diversity and inclusion***. Therefore, we aspire to create a school culture that reflects appreciation for diversity and inclusion at all levels. We know that our mission of driving personal and economic growth through learning and our vision of becoming the best community will only be achieved by hiring and retaining the best people possible while creating a school community that is reflective of the diverse audiences we serve.

JSSPS recognizes that the vibrancy of our community is enhanced by **diversity**, which we define as the range of human differences. We believe a culture of **inclusion** puts diversity into action by creating an environment of involvement, respect and engagement – where a multiplicity of beliefs, interests, experiences, and viewpoints are harnessed to accomplish our goals.

We work to achieve diversity and inclusion by:

- Delivering services in a culturally sensitive manner.
- Fostering an environment in which students and staff embrace and promote inclusion and understanding of the value of diversity as demonstrated through interactions with one another.
- Integrating diversity into strategies, decisions, and teaching-learning processes.
- Aligning diversity and inclusion efforts with strategic imperatives.
- Increasing effectiveness and accountability of efforts by developing measureable goals.

RECRUITMENT POLICY

PLANNING

Based on the needs and requirements of the school HRD plans staff recruitment. Applications/CVs are received in the school through email, fax or hand delivery. Applications are short-listed based on qualification and experience of candidates and matched against available vacancies.

STAGES OF RECRUITMENT

- Preliminary interview with HR Department to assess the confidence levels and communication skills.
- Demo lesson observed and graded by a 3-member panel comprising Supervisor(s) and Heads of Department, Academic Supervisor and Headmaster.
- Finally, school management committee (Principal and CEO) will take a final Decision.

On successful completion of the above 3 steps, the candidate is offered employment and terms and conditions of the same are explained.

APPOINTMENTS

1.1 Appointments against a Purely Temporary Vacancy (PTV) -

Staff appointed on a Purely Temporary Vacancy work for a limited predefined tenure (normally leave vacancies) only. They receive a fixed consolidated amount as remuneration for their period of work and are not normally entitled to any other benefit. Their period of service automatically ends on the day stated in the appointment letter, unless renewed by the school for a further period. Purely Temporary staff is not entitled to vacation salary.

1.2 Appointments against a Permanent Vacancy (PV) -

Staff appointed against a Permanent Vacancy will pass through the following stages before formalization of appointment.

1. Temporary letter of appointment stating the section (grades/classes) allotted the salary and date of joining.
2. Staff hands over required documents (attested certificates/photographs/passport photocopies/No Objection Certificate of sponsor) to HR for processing for Labour Card and Ministry Approval.
3. Staff is screened by HR Panel of the Management Committee.
4. If passed by the Management Committee, the staff member is offered a permanent letter of appointment.

Staff who have not yet reached stage 3 of the process are normally referred to as "Temporary against a Permanent Vacancy" (TPV) staff.

1.3 School Visa

1.3.1 Newly appointed staff

The school offers sponsorship (visa) to candidates who have otherwise qualified for appointment as staff of the institution and who require a visa for residency purposes.

1.3.2 Existing staff

1. The staff is currently in the employment of the school but on husband's/parent's sponsorship and wishes to transfer to school sponsorship.
2. The staff is appointed against a Permanent Vacancy only (Purely Temporary staff are not entitled to apply for this facility).
3. The staff member has completed a minimum of 3 years of uninterrupted service in the school.
4. The staff member has successfully passed through the Management Panel interview.
5. The staff member has been placed in "A" grade in the last 2 cycles of performance review.
6. The service record of the staff member is void of any major complaints/violations of service rules and regulations.

How do I apply for school visa?

1. Forward a written requisition for school visa to HRD stating the reasons for such a request.
2. Allow HRD a minimum of 5 working days to seek Management approval/sanction of the request.
3. On sanction, please submit the following documents to HRD
 - a. Attested copies of Graduation Certificate along with mark sheets
 - b. Passport photocopy
 - c. No Objection Letter from current sponsor
 - d. 8 passport size photographs
4. Understand that the panel in the Ministry of Labour is not a permanent body that is always functioning there. The group meets infrequently (once every 3-4 months) to process Visa papers. Hence it may take anywhere between 1 to 2 months to process your visa.

ON JOINING

The newly appointed member of staff reports to HRD to accept the temporary letter of appointment.

Attendance

The newly appointed member of staff will be permitted to sign in the Muster Roll on the first day of his / her reporting for work. The following Attendance Registers are maintained in the school:

- Permanent Staff
- Temporary Staff on Permanent Vacancy
- Purely Temporary Staff

The name of the staff member is entered in the appropriate by HRD and Attendance Registers can normally be found in the principal's office.

Commencing work

The staff is informed by HRD of the section to which he / she has been posted and will report to the Supervisor of the section.

The staff will receive the following documents / material from the supervisor.

Work allotment (timetable)

1. Signed requisition slip for Teacher copy of text books (to be collected from the school book store)
2. Locker / Cupboard keys (if any)

Probation period

All staff recruited against a permanent vacancy, are placed under probation for a minimum period of 6 months. July and August will not form part of this period.

At the end of probation, the Supervisor of the Section and the HOD will submit to HRD a written report on the performance of the teacher during this period. All areas of work and behaviour will be reviewed for this purpose.

If the contribution the staff was found to have been in keeping with the standards and benchmarks of the institution, then the staff is said to have successfully completed his / her probation period.

Completion of probation does not impact salary of new staff in any manner as the appointee is already placed in the appropriate salary bracket vis-a-vis the section (teaching classes) that he / she has been placed in. Staff serving probation period are not entitled to leave of any kind.

Salary

Staff appointed on a permanent Vacancy must open pas account in any of the following banks for purposes of receiving salary.

Bank of Baroda

Abu Dhabi Commercial Bank

Rak Bank

Salary will not be paid by any other means to permanent staff members. Staff appointed on a Temporary Vacancy will receive salary by cash.

TRAINING AND SELF DEVELOPMENT**INDUCTION**

1. The Supervisor / Head of Department will conduct a formal induction / training programme for new staff members in the following areas:
 - a. Specific teaching methodologies
 - b. Curriculum transaction
 - c. Assessment patterns
 - d. Role of the counsellors
 - e. Other practices and procedures
2. An institutional orientation programme by a senior teacher of the Section (identified by The Supervisor) is also arranged
 - a. (Please note that programmes 1 and 2 are purely internal programmes of a section and will be conducted at the Supervisor's / HOD's discretion).

3. HRD conducts an Orientation Programme for newly recruited staff once every term. Apart from the induction programme conducted at the time of joining the institution, a staff member will undergo training in specified areas during the course of an academic year.
4. On an average, a staff member will undergo a minimum of 20 hours or training in one academic year.
5. The nature of programme, dates, duration of programme will be informed to the staff through periodic notification from HRD.
6. Training programmes are normally conducted on non instructional days and Saturdays. Before or after working hours on regular working days in order to minimize the disturbance to regular school
7. All training programmes are compulsory for staff and it is mandatory for members of staff to attend the training programmes for which he / she has been identified. Absence from any training programme will be considered as 'Leave without pay' and all related rules will apply.
8. No staff members are entitled to any compensation (special allowance, compensatory leave, shortened working hours etc) for attending a training programme.

STAFF DISCIPLINE CODE

Regularity and punctuality

Staff will arrive in school well before the commencement of working hours and sign the muster roll. Late arrival will be indicated by a red mark in the attendance Register. Three such red marks in one calendar month will result in the staff being debited half day Casual Leave and 6 red marks will lead to the loss of one day casual leave.

No staff member is permitted to leave the campus until the end of his / her shift. However, in the event of an emergency, a staff member may request his / her immediate superior to issue him / her with an 'Exit Slip' to leave the premises. Please note that staff at the Security Counter will not permit any staff to exit unless the 'Exit Slip' is handed over to him.

Dress Code:

Staff will adhere to a formal dress code on campus. Male staff will adorn a tie and female staff will be dressed in formal attire (preferably Indian).

General Behaviour

- Staff will communicate in a formal, professional manner with colleagues and superiors. While assessing the performance of a staff, maximum emphasis is placed on his / her respect for peers, for authority, for school rules and regulations, his / her ability to contribute to a cordial, congenial work atmosphere, and finally his / her ability to work in a group as a disciplined team member.
- The Staff room is provided as a forum for staff to discuss student / classroom / teaching – learning related issues or to attend to their note book / answer script corrections. To this end, staff is requested to maintain the sanctity of the room and allow for an atmosphere conducive to concentrated work. The facility shall therefore not be used for irrelevant, inane discussions. Loud laughter, eating and drinking are totally prohibited in the staff room.
- Staff travelling in the school bus, will be responsible for monitoring the behaviour of the students and maintaining discipline in the bus
- Mobile phones are totally banned on campus. No staff member is permitted to use the phone anywhere on campus.

EMPLOYEE EFFICIENCY AND GRADES

The school places maximum emphasis on employee efficiency. Staff are urged to be conscious of their duties, alert efficient and prompt at all times.

The school follows an open and transparent system of assessing an employee's performance. Areas of assessment includes the teacher's profile, communication skills, interpersonal skills, classroom transactions, interaction with parents and students and above all the extra effort voluntarily given by him / her toward the growth and development of the institution.

All the above mentioned parameters are included and due weight age awarded in the formal tool of assessment designed and developed by the institution over time.

Performance assessment is conducted by HODs and supervisors. Based on the consolidated score (which is a sum total of the individual scores awarded for each criteria), the teacher is graded as under -

A	80% and above
B+	75% - 79%
C	Below 75%

Teachers placed in B grade are placed under rigorous training and counselling to mitigate the weakness in their work. Such staffs are reassessed after a period of 6 months to monitor improvement.

Please note that it is difficult for the institution to support teacher rated below B Grade in 2 cycles of performance assessment.

PROMOTION POLICY

Promotion from one level to another is based on the following:

1. Existence of a vacancy in a higher level that matches a teacher's qualification and experience
2. Completion of a minimum of 3 years of service in the current position school
3. Consistent placement in the A Grade in the previous 3 cycles of assessment

If the above conditions are satisfied, a member of staff may respond to an 'Internal Vacancy Notice' displayed in the HR Department and staff Room.

On receiving a request form a staff member to be considered for promotion, HRD will seek confidential reports on the performance of the teacher form the HOD, Supervisor and principal. The short listed candidates will present a classroom demo to select panel.

Equal and fair opportunity will be presented to outside candidate for every vacancy. However, internal candidate will enjoy an additional weight age of 5% marks over an outside candidate in the final tabulation of scores.

The results of the teacher demo are confidential, so while a staff can enquire about his / her individual performance, he / she may not ask / enquire about the performance of other candidates.

If successful, the teacher will move to the next level. However, in the best interests of all sections of the school, he / she may not commence work in the higher level until the institution has found a replacement for him / her in the current section.

The teacher will be placed under probation for a minimum period of 3 months in the new position, during which her teaching and other related areas of work will be assessed by the section supervisor. If her work has been found satisfactory, she will be placed in a permanent basis in the new section.

On the other hand, if any area has been identified for improvement by the supervisor, then the teacher's probation will be extended by a further period as recommended by the supervisor. Her work will be reviewed once again after the extended period of probation for purposes of confirmation in the section.

The teacher will receive the salary equivalent to the new level from the date of his / her completing the probation period in the higher class.

INCREMENT POLICY

The following increments are normally awarded to staff:

1. AED 100 Increment
Frequency: Yearly

Payment of Overtime

As per CBSE guidelines, 'Every teacher shall devote in a year not less than 1200 hours to the teaching of students out of which no more than 200 hours may be required to be devoted for coaching in the school premises of weak students or gifted students, whether before or after school hours.'

On an average, an employee works approximately 170 – 180 days in a year. The break up is as under:

Total number of days	365
Less*:	
Summer Vacation	65
Winter Vacation	21
Weekends	80
Public Holidays and other school holidays	24
Total paid holidays	190
Total working days*(institution's fully operational days)	175

Add**:	
Employee Training	10
Special School programmes***	5
Department Programmes***	5
Total (additional) compulsory attendance days	20
Total working days (at no extra payment)	195

Overtime payment is made only under the following circumstances and at the rate mentioned a alongside:

- * All figures are approximate
- ** All figures are at the minimum
- *** Includes preparatory work assigned towards the organization of the programme and Attendance on the day of the programme
- **** Staff may be required to report for work at the discretion of the principle / Headmaster/ Supervisor / Unit Head for such work as Result preparation, parents Orientation, New Admissions tests

OTHER FACILITIES AND BENEFITS

Air Ticket

All staff appointed on permanent vacancies are entitled to economy class air fare once every two years to their hometown. The amount will be paid along with salary for the month of May and the amount will be dictated by market price prevailing at the time.

Senior Administration staff entitled to family economy class ticket.

Staff Transport

Staff may avail of the school transport to commute to and from school daily. Every effort will be made to provide a bus stop most convenient to your place of residence; however Transport Dept. retains the right to specify / alter bus stops according to situations / circumstances.

Staff Accommodation

The school offers accommodation only to staff members who are recruited from overseas (local recruits are not entitled to accommodation facilities)

Accommodation is on a sharing basis, and is normally planned as 4 members in a one bedroom flat and 6 in a two bedroom flat. The accommodation contains basic furnishing such as bed, mattress, blanker cupboard, table, chair (individual use) refrigerator, gas supply and stove (common use).

Senior Administration staff is entitled to a one bedroom furnished flat and the Head of the institution will be provided with a two bedroom fully furnished apartment.

Housing fees, Electricity and Water charges are borne by the occupants.

School Fee Concession

The school offers 50% concession on tuition fees to the child of every staff member of the school. Please note that the fee waiver is limited to tuition and transportation fee only and all other fee (activity etc) will be borne by the staff.

Medical Insurance

The school offers complete medical insurance for all staff members.

LEAVE POLICY

The following categories of leave are normally available to staff members appointed on a permanent vacancy.

1. Casual Leave
2. Maternity Leave
3. Medical Leave
4. Emergency Leave
5. Haj Lead

Staff appointed on a purely temporary vacancy is not entitled to any leave.

Casual Leave (Sanctioning Authority - Supervisor / Unit Head)

Staff who have completed 6 months of continuous service in the school are entitled to apply for casual leave. On completion of six months of service, you will be entitled to 1 day Casual leave for every calendar month remaining from then until the end of that academic year. Thereafter, staff is entitled to 6 days Casual leave in one academic year (April to March)

The following specific rules apply to the granting of casual leave:

- Casual leave can be availed only 1 day at a time
- A maximum of 2 days casual leave from the supervisor / Unit Head is compulsory before availing leave. In emergencies / extraordinary circumstances, (Where the staff is requesting for leave verbally over telephone and where neither prior notification has been offered or prior permission obtained) the Supervisor / Unit Head should be satisfied about the genuineness of the circumstances before sanctioning such leave
- Staff are strictly advised not to resort to 'Text Messaging' the authorities of their absence. Due respect for rules and courtesy to authority shall be exercised at all times
- The casual leave application form must be filled in and submitted to the supervisor before proceeding on leave
- In emergencies / extraordinary circumstances where the staff is availing casual leave without the prior permission of the supervisor, the casual leave form must be filled in and submitted to HRD within the following 2 working days, failing which, the leave will be marked as Leave Without pay. It is the responsibility of the staff member to ensure that the leave application form reached HRD within the stipulated time

- A minimum of 3 hours work should be clocked for the rest of the day to be considered as half day Casual leave. Again all half day leave requirements must be requested for and permission (written sanction) obtained from the Unit Head before availing the leave
- Casual Leave cannot be exercised on days of special school programme – such as Republic Day, Annual Day etc. On these days, attendance is compulsory and absence on any such day will be treated as 'Leave Without pay'
- Casual Leave can neither be encashed nor carried over
- Travel outside U.A.E is not regularly avail casual leave
- Staff are advised not to regularly avail casual leave in conjunction with a weekend (consistently availing casual leave on a Thursday or a Sunday)
- Casual leave cannot be taken in conjunction with any other kind of leave

Maternity Leave (Sanctioning Authority – HRD)

Staff who have completed 1 year of continuous service in the school are entitled to apply for Maternity leave.

On completion of 6 months of continuous service, a member of staff will be entitled to 45 days Maternity leave with half pay.

If the member of staff has completed one year of continuous service, then she shall be entitled to Maternity Leave with full pay for a period of 45 days.

As per U.A.E Labour laws, on the expiry of the Maternity leave, a female employee may remain absent from work for a maximum period of 100 days if such absence is due to an illness and if such illness is confirmed by a medical certificate issued by the competent health authority. All the 100 days will not be paid for.

The following specific rules apply to the granting of maternity leave:

- Request for Maternity Leave should be made during the 5th month or 20th week of pregnancy
- The period of confinement should fall within the 45 days maternity leave period applied for. A medical Certificate attesting the probable date of confinement should be enclosed with your leave form
- Salary for the maternity leave period will be paid only when the staff rejoins duty
- If maternity leave happens in conjunction with the summer / winter vacation, salary for the Maternity leave period / vacation salary will be paid only after resumption of duty. In the event of an overlap between leave period and summer vacation / winter vacation, the staff will receive either Maternity leave salary or vacation salary – not both

Medical leave (Sanctioning Authority – HRD)

As per U.S.E Ministry of Labour laws, who have completed 9 months of continuous service (completed 3 month after the expiry of 6 months of probation) in the school are entitled to apply for Medical leave.

As per U.A.E Ministry of Labour laws, a staff member is entitled to 15 days Medical leave with full pay and 30 days Medical Leave with half pay in an academic year.

The following specific rules apply to the granting of Medical leave:

- Medical Leave request must be supported by a medical certificate.
- Medical certificate will be accepted only if issued by a Govt. Hospital in U.A.E or attested by the Department of Health, Govt. Of U.A.E
- Medical Certificates issued in India will have to be attested by the School Medical Officer.
- 1 day leave requests (on medical grounds) will always be debited to the casual leave account of the staff. Only when the staff has exhausted his / her Casual leave for the academic year, can he / she be entitled to 1 day medical leave
- Under no circumstances will half day medical leave ever be sanctioned.
- Medical leave taken in conjunction with a weekend / public holiday as prefix will not impact the prefix weekend / public holiday salary
- Medical leave taken in conjunction with a weekend / public holiday will not impact the weekend / public holiday salary if the period of leave as stated in the medical certificate expires before the weekend / public.

REWARDS POLICY

Policy statement

As the School success relies on the talent and contribution of all staff, we value and reward all our staff for what they contribute and achieve.

Our Rewards policies and practices aim to support the school plan in its key themes of Excellence, Internationalization, Inclusivity and Sustainability.

Scope

This policy applies to all JSS School employees.

Aims

The aim of the Reward Policy is to enable the organization to attract, recruit, retain and engage the staff that the school needs.

Principles

Our Rewards policies and practices will reflect the aspirations of our school Plan and our Approach to Reward will be informed by the following principles:

- We aim to be clear about what people are paid for and why and to be consistent, systematic and transparent in applying our reward policies.
- We aim to reward people for their knowledge, skills and contribution in the roles they are performing.
- Our reward policies and practices will focus on enabling us to recruit, engage and retain the right people at all levels.

Responsibilities

Role	Accountable for
Rewards: Team (Principal, Vice principals/Headmaster, Supervisors)	Leading the Reward and Recognition activities within the school and for monitoring that the principles of our Rewards' Policy are upheld.
HR Department	<ul style="list-style-type: none">✓ Agreeing appropriate action to be taken if any principles or processes are not upheld✓ Providing clarity for individuals by translation into contracts of employment.
Management Group	Endorsing and upholding the principles of the Rewards Policy.

What is being rewarded?

- 100% Attendance
- Leadership qualities
- Appraisal based rewards

Types of Rewards

- **Awards:** Dinner coupons, Book coupons, Gifts.
- **Non-cash awards:** Handwritten thank you notes, recognition at a staff meeting and ---

TRANSFER POLICY

Objective: To provide guidelines and support to employees during a transfer.

Scope: All employees.

Policy:

1. Internal Transfers:

The nature and content of a transfer shall be in line with the circumstances, terms conditions that precipitate such a transfer. Therefore a transfer may be vertical, horizontal or it can be a complete diversification of duties and functions within JSS approved by the management.

Transfer Initiation:

- a. Any transfer of an individual within an Institution or from one Institution to the other is initiated by a transfer letter.
- b. Transfer letter for transfer from one Institution to another can be initiated by the transferring institution or by the receiving institution. But written consent for the same by both the institutional Heads is a must and with the approval of the Management.

Transfer Letter

- a. Transfer letter is prepared by the Transferring Institutional Head and handed over to the employee.
- b. The Transfer letter will contain details such as
 - i. The name of the new institution
 - ii. New designation (if any)
 - iii. Reporting to
 - iv. New service terms and conditions
- c. A copy of the same is sent to the institutional head of the receiving institution

Format: Transfer Letter: Form 1

Deputation Duties

If organization wants to relocate its employee temporarily to another institution to complete a particular assignment. His duties, the assignment duration (if it can be specified) and to whom the employee will be reporting during the period has to be communicated through letter/Mail.

RESIGNATIONS AND END OF SERVICE BENEFITS

Employees will be guided by the following rules and regulations as applicable to the category that they belong to –

Purely Temporary Staff

1. Purely temporary staff will give the institution a minimum of one week written notice of their intention to resign from their assignment.
2. All dues will be paid.

Permanent staff

1. Permanent staff has to give minimum of two months notice to HRD.
2. No due form must be signed from all departments and submit back to HRD
3. Clearance report from bank that there is no loan outstanding against you.
4. Cancellation of Visa and Labour card is must.(if applicable)
5. After above mentioned formalities final settlement should be done within a week.

In case where the staff has failed to serve the notice period the salary for the notice period will be deducted from the final settlement of the staff as per UAE labour law. Resignation submitted during the course of summer vacation will not be accepted. Proportionate recruitment expenses will also be recovered from staff in the following manner if their resignation falls prior to the completion of cycle of 2 years service:
1/2 expenses deduction – if the staff has completed 1 year Entire expenses deduction – if the staff resigns within one year.

SUPERNATURAL

An employee attains supernatural on completion of 60 years of age.

Extension of service is considered at the sole discretion of the management on a case by case basis. However, all service beyond 60 years is not considered for calculating gratuity. Payment of gratuity will be considered only for number of years of service completed until the employee attained 60 years.

END OF SERVICE BENEFITS

Limited Contract

An employee who completes one or more years in continuous service shall be entitled to gratuity at the end of service .The gratuity shall be on calculated on basic salary as follows:

1. 21 days wages for each year of the first five years.
2. 30 days wages for each additional year on condition that the total of the gratuity shall not exceed the wages of two years.

In case of Resignation

1. An employee employed under unlimited period who resigns after a continuous service of not less than a year and more than three years is entitled to one third of basic salary. If the period of continuous service is more than three years and less than five years is entitled to two thirds of the basic salary. If the continues service is more than five years then he shall be entitled to full gratuity.
2. If an employee who is employed under a limited contract resigns before the end of the contract shall not be entitled to the end of service benefits.

In case of Termination

An employee who completes one year or more in continuous service shall be entitled to gratuity at the end of the service.

1. 21 days wages for each year of the first five years.
2. 30 days of wages for each additional year on condition that the total of the gratuity shall not exceed the wages of two years.

Reviewed and approved by SD/-

Mr. Govindrao Naik

Chief Executive Officer

Date: 28/09/2023

Mrs Chitra Sharma

Principal

REVIEW OF POLICY

The HR policy will be reviewed by SLT on an annual basis.

Policy Details	
Version date	May 2021
Last review	September 2022
Next Review	September 2023
Responsible SLT	Ms. Geraldine Natasha