



# **PIONEER INTEGRATED SCHOOLS (PIS) AMERICAN DIVISION**



## **TEACHER & STAFF HANDBOOK UPDATED 2025**

*(Aligned with Cognia 2025 Performance Standards)*

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## 1. Introduction & School Philosophy

Teaching at PIS is both an art and a science. We believe that effective teachers are developed through reflection, collaboration, and continuous improvement. Our educational approach is student-centered, inclusive, and data-informed, preparing learners for a dynamic global future.

### Our Educational Beliefs

- All students can learn and achieve excellence
- Teachers are lifelong learners and innovators
- Data-driven decisions enhance teaching and learning
- A supportive community fosters growth and well-being

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## 2. PIS Vision, Mission & Guiding Principles

### Vision

*"Empowering every learner to achieve academic excellence, creativity, and well-being through data-driven instruction, innovation, and a thriving culture of continuous growth."*

### Mission

To foster an inclusive, innovative learning environment that supports every student through data-driven strategies and holistic development. We empower educators, engage parents, and cultivate a culture of excellence, creativity, and lifelong growth.

### Guiding Principles (Aligned with Cognia Standard #1)

Principle	Description
Respect	Value each individual's dignity and contributions
Fairness	Ensure just and equitable treatment for all
Equity	Provide access and opportunities based on need
Inclusion	Create belonging for all identities and backgrounds
Well-being	Prioritize holistic health of students and staff
Collaboration	Work together toward shared educational goals
Continuous Improvement	Use data and reflection to grow and innovate

### 3. School Goals, Beliefs, Ethics & Values

#### School Goals

##### 1. Academic Excellence & AI-Enhanced Learning

- Deliver rigorous, personalized instruction with AI tools
- Cultivate higher-order thinking through inquiry-based learning
- Use data-driven strategies to monitor growth and achievement

##### 2. Leadership Development & Ethical Responsibility

- Embed ethical AI usage and leadership principles
- Foster student agency and innovation
- Strengthen faculty development programs

##### 3. Well-Being & Inclusive Community Engagement

- Prioritize social-emotional learning initiatives
- Build a diverse, inclusive, culturally aware environment
- Strengthen collaborative networks with families and communities

#### School Beliefs

- Learning is a continuous, evolving journey
- Every student has unlimited potential
- Technology enhances education when used ethically
- Collaboration strengthens academic success
- Well-being is vital to a thriving school culture

#### School Ethics & Values

1. Integrity & Ethical AI Use
2. Respect, Equity & Inclusion
3. Curiosity, Innovation & Continuous Learning
4. Collaboration & Social Responsibility

#### 4. Cognia 2025 Performance Standards – PIS Alignment

##### How This Handbook Aligns with Cognia Standards

Cognia Standard	PIS Handbook Section	Key Evidence
<b>1: Culture of Respect &amp; Equity</b>	2, 3, 12, 13	Handbook policies, hiring practices, equity initiatives
<b>2: Learner Well-being</b>	11	SEL programs, counseling services, wellness checks
<b>3: Stakeholder Engagement</b>	5, 6, 8	PLCs, parent conferences, community partnerships
<b>4: Positive Relationships</b>	11	Advisory programs, mentoring, classroom climate
<b>5: Collegiality &amp; Collaboration</b>	8	PLCs, team teaching, collaborative planning time
<b>6: Professional Support</b>	8	Mentoring, coaching, PD resources
<b>7: Continuous Improvement</b>	7, 8	Appraisal system, data review, improvement plans
<b>10: Staff Recruitment &amp; Evaluation</b>	5, 6, 7	Hiring policies, evaluation rubrics, retention strategies
<b>12: Curriculum &amp; Instruction</b>	10	Curriculum maps, lesson plans, instructional strategies
<b>13: Qualified Personnel</b>	5	Job descriptions, certification requirements
<b>17: Equitable Opportunities</b>	10, 11	Differentiation, interventions, personalized pathways
<b>21: High Expectations</b>	10	Rigorous instruction, student goal-setting
<b>22: Monitoring &amp; Adjustment</b>	7, 10	Formative assessment, data analysis, feedback loops
<b>27: Interventions</b>	11	Tiered support, IEPs, progress monitoring
<b>29: Professional Learning</b>	8	PD plans, workshops, coaching cycles
<b>30,31: Balanced Assessment</b>	7, 10	Assessment calendar, rubrics, data meetings

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## 5. Job Descriptions & Qualifications

### Top Leadership & Governance

**Job Title: 1-Legal Representative**

**Serial Number: 01**

**Reports to: School Superintendent / Board of Directors**

**Job Requirements:**

**Educational Qualifications: Bachelor of Laws (LLB); Master of Laws (LLM) or specialized certification in Education Law preferred.**

**Experience: Minimum 5-7 years of legal practice, preferably representing educational institutions or corporate entities.**

**Skills: Expertise in contract law, labor relations, and educational regulations; exceptional analytical and litigation management skills.**

**Aim of the Job: To protect the school's legal interests and ensure that all institutional operations, contracts, and policies comply with local laws and regulations.**

**Duties and Responsibilities:**

**Represent the school in all legal proceedings and interactions with judicial and government authorities.**

**Draft, review, and negotiate contracts with vendors, employees, and third-party partners.**

**Provide legal counsel to the Board and Superintendent on risk management and policy development.**

**Oversee the resolution of labor disputes, student discipline legalities, and liability claims.**

**Stay updated on changes in education and employment law to ensure proactive school compliance.**

### 2-School Superintendent

*Reports to: Board of Directors*

#### **School Superintendent**

**Job Title: School Superintendent**

**Serial Number: 02**

**Reports to: Board of Directors**

**Job Requirements:**

**Educational Qualifications: Master's Degree or Doctorate in Educational Leadership, Administration, or a related field.**

**Experience: Minimum 10 years of experience in educational leadership, with at least 5 years in a senior executive role.**

**Skills: Strategic planning, financial acumen, high-level negotiation, public speaking, and expertise in educational policy and governance.**

**Aim of the Job:** To provide visionary leadership and executive management for the entire school system, ensuring the delivery of high-quality education, fiscal responsibility, and the achievement of the school's long-term strategic goals.

**Duties and Responsibilities:**

Oversee the implementation of the school's mission, vision, and strategic plan across all departments.

Supervise and evaluate the performance of senior leadership, including Principals and Department Heads.

Manage the school's comprehensive budget and ensure the efficient allocation of resources.

Serve as the primary spokesperson for the school to the community, media, and external stakeholders.

Ensure compliance with all local and national educational laws and health/safety regulations.

Report regularly to the Board of Directors on school performance, financial health, and institutional development.



### 3-School Managing Director

*Reports to: Board of Directors*

**Job Title:** School Managing Director

**Serial Number:** 03

**Reports to:** School Board of Directors

**Job Requirements:**

\* **Qualifications:** ADL / B. Sc. Arts; Diploma of Educational Studies; M.A in Education Management. \*

**Experience:** Minimum 20 years in the educational field, including Head of Department, School Deputy, and Headmistress positions. \* **Skills:** Administrative Planning, Organization, Leadership, Teamwork, Direction, and Evaluation.

**Aim of the Job:** Fulfillment of school policies and concepts, ensuring positive personality formation in children (mentally, socially, and health-wise) using 20th- century technology, and ensuring excellent results in standardized exams.

**Duties and Responsibilities:**

\* **Planning:** Develop curricula, teaching methods, and co- curricular integration. \* **Recruitment:**

Manage hiring and firing of all academic and administrative staff. \* **Technical Affairs:** Supervise staff performance, form the Time Table Committee, and head the School Board and Parents Council. \*

**Administration:** Apply penalty regulations, approve fee exemptions, and prepare yearly performance reports.

\* **Quality Management:** Serve as the Management Representative for the Quality Management System.

### 4-School Principal

*Reports to: School Director / Managing Director*

**Job Title:** School Principal

**Serial Number:** 04

**Reports to:** School Director

**Job Requirements:**

\* **Qualifications:** ADL / B. Sc. Arts; Diploma of Educational Studies; M.A in Educational Management (preferable). \* **Experience:** 15 years in the educational field, including leadership roles.

**\* Skills: Administrative Planning, Leadership, and Teamwork.**

**Aim of the Job: Fulfillment of school policy and concept, focusing on child upbringing and personality formation, and ensuring excellent standardized exam results.**

**Duties and Responsibilities:**

**\* Planning: Develop curricula, training plans for faculty, and assist in school marketing. \* Technical**

**Affairs: Distribute responsibilities, head the Time Table Committee, and monitor staff day-to-day work.**

**\* Administration: Submit teacher and student evaluation reports every semester.**

**\* Reporting: Prepare yearly reports on school performance, including attendance and exam statistics.**

## 5-School Administration Manager

**Job Title: Administration Manager**

**Serial Number: 05**

**Reports to: School Superintendent**

**Job Requirements:**

**\* Educational Qualifications: B.Sc. of Commerce (Accounting/Business Administration).**

**\* Experience: Minimum 5 years in accounting and administration.**

**\* Skills: Leadership (planning/organizing), Humanitarian (staff problem solving), and Technical (auditing/budgeting).**

**Aim of the Job: Supervising and guiding the department, preparing budgets for physical requirements, and planning school transportation.**

**Duties and Responsibilities:**

**\* Supervision: Oversee transportation, campus cleanliness, ancillary staff, and purchases.**

**\* Financial: Supervise expenditures (salaries, insurance), bookkeeping for textbooks, and audit all school contracts. \* Coordination: Align financial activities with educational goals.**

## Senior Academic & Administrative Leadership

### 6.Educational Consultant

*Reports to: School Superintendent / Director*

**Job Title: Educational Consultant**

**Serial Number: 06**

**Reports to: School Superintendent / Director**

**Job Requirements:**

**\* Educational Qualifications: Master's degree or Ph.D. in**

**Education. \* Experience: Curriculum design, blended learning, and managerial experience. \* Skills: Expert in educational policies, quality assurance, and accreditation standards.**

**Aim of the Job: To analyze and improve academic systems, curricula, and teacher performance to align with institutional goals.**

**Duties and Responsibilities:**

**\* Analysis: Analyze curricula, resources, and student results. \* Development: Develop new curricula,**

**learning outcomes, and teaching methods. \* Workshops: Provide workshops and instructional**

**materials for lesson delivery. \* Counseling: Advise on coping with talented students or those requiring extra attention.**

## 7. Academic Advisor

*Reports to: School Managing Director / Superintendent*

**Job Title: Academic Advisor**

**Serial Number: 06**

**Reports to: School Managing Director / Superintendent**

**Job Requirements:**

**\* Qualifications:** Advanced degree in Education or related field. **\* Experience:** Extensive experience in faculty development and program planning. **\* Skills:** Leadership, strategic planning, and data analysis.

**Aim of the Job:** Responsible for all academic services, providing leadership in faculty development and policy formulation.

**Duties and Responsibilities:**

**\* Curriculum:** Lead curriculum development and evaluation (e.g., MAP results analysis). **\***

**Accreditation:** Provide leadership for the school's accreditation process. **\* Faculty:** Assess training needs and administer on-site workshops. **\* Communication:** Arrange university visitations and maintain career guidance programs. **\* Data:** Collaborate with IT for automation and analyze final exam results.

## 8. Operations Manager

*Reports to: School Director*

**Job Title: Operations Manager**

**Serial Number: 08**

**Reports to: School Director**

**Job Requirements:**

**\* Qualifications:** ADL / B. Sc. Arts; M.A in Education or Operational Management. **\* Experience:** Minimum 20 years in the educational field. **\* Skills:** Administrative Planning, Leadership, and Teamwork.

**Aim of the Job:** Create and maintain policies to ensure efficiency of workflow and operations, and maintain a bias-free exam system.

**Duties and Responsibilities:**

**\* Planning:** Prepare faculty meeting schedules and academic calendars. **\* Technical:** Supervise staff performance and head the Time Table Committee. **\* Control Room:** Manage exam safekeeping, unsealing of envelopes, and collection of answer sheets. **\* Reporting:** Submit yearly reports on school performance and teacher evaluations.

## 9. Financial Manager

*Reports to: School Managing Director / Board*

**Job Title: Financial Manager**

**Serial Number: FM-01**

**Reports to: School Managing Director / Board of Directors**

**Job Requirements:**

**\* Educational Qualifications:** B.Sc. in Commerce (Accounting/Finance Major); MBA or CPA/CMA preferred. **\* Experience:** Minimum 10-15 years of experience in financial management, preferably in

an educational setting. \* **Skills:** Advanced financial modeling, strategic planning, expertise in tax regulations, and proficiency in ERP systems.

**Aim of the Job:** To ensure the financial health and sustainability of the school through strategic planning, rigorous auditing, and efficient resource allocation.

**Duties and Responsibilities:**

\* Develop and monitor the annual school budget in collaboration with the Managing Director. \* Oversee all financial transactions, including payroll, accounts payable, and accounts receivable. \* Prepare monthly, quarterly, and annual financial reports for the Board of Directors. \* Manage school investments and cash flow to ensure operational stability. \* Ensure compliance with all local financial regulations and tax laws. \* Supervise the accounting team and conduct regular internal audits. \* Negotiate contracts with major vendors and service providers.

## **10.HR Manager**

**Reports to:** School Managing Director

**Job Title:** HR Manager

**Serial Number:** HRM-10

**Reports to:** School Managing Director

**Job Requirements:**

\* **Educational Qualifications:** University Degree in Business Administration, HR Management, or related field. \* **Experience:** 7-10 years of experience in HR, with at least 3 years in a leadership role. \* **Skills:** Strong knowledge of labor laws, excellent interpersonal communication, and conflict resolution skills.

**Aim of the Job:** To manage the school's human capital effectively, ensuring a productive, compliant, and positive working environment for all staff.

**Duties and Responsibilities:**

\* Oversee the recruitment process, from job posting to onboarding new faculty and staff. \* Maintain and update the Employee Handbook and school policies. \* Manage employee benefits, leave records, and performance appraisal systems. \* Handle employee relations, including grievances and disciplinary actions. \* Organize staff training and professional development workshops in coordination with the Academic Advisor. \* Ensure the school's compliance with national labor laws and accreditation standards (e.g., Cognia). \* Maintain confidential personnel files and HR databases.

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## **Departmental & Middle Management**

### **10.Student Affairs Manager**

*Reports to:* School Director

**Job Title:** Student Affairs Manager

**Serial Number:** 05

**Reports to:** School Director

**Job Requirements:**

**\* Educational Qualifications: University Degree (B.Sc., ADL). \* Experience: 5 years minimum in educational fields or student affairs. \* Skills: Charisma, marketing characteristics, organizational skills, and computer/filing proficiency.**

**Aim of the Job: Planning and supervising student affairs and enrollment procedures to ensure the highest standards.**

**Duties and Responsibilities:**

**\* Procedures: Direct procedures to educational authorities regarding syllabi and books. \***

**Registration: Supervise new applications, document collection, and student registration files. \***

**Reporting: Supervise reports and statistics related to student affairs and final transcripts.**

## **11. Stage Coordinator**



**Job Title: Stage Coordinator**

**Serial Number: 11**

**Reports to: School Director**

**Job Requirements:**

**\* Educational Qualifications: B.Sc., ADL Arts or Science. \***

**Experience: Minimum 5 years in educational fields. \* Skills: Leadership, teamwork, and strong organizational capabilities.**

**Aim of the Job: To coordinate all activities within a specific educational stage, ensuring alignment with school policies and academic goals.**

**Duties and Responsibilities:**

**\* Coordination: Oversee the daily operations of the assigned stage. \* Academic: Monitor student progress and teacher performance within the stage. \* Communication: Act as a liaison between teachers, parents, and the school administration. \* Events: Organize stage-specific events and celebrations.**

## **12. School Assessment Officer**

*Reports to: School Director*

**Job Title: School Assessment Officer**

**Serial Number: 12**

**Reports to: School Director**

**Job Requirements:**

**\* Qualifications: Proven track record of productivity and excellent communication skills. \* Skills:**

**Ability to create order, tolerate disorder, and deep understanding of organizational policies. \***

**Technology: Up-to-date use of technology and computerized document control.**

**Aim of the Job: Responsible for the school timetable, report cards, and administration of the school website and document control system.**

**Duties and Responsibilities:**

**\* Timetable: Manage and update the school-wide timetable. \* Reporting: Schedule, administer, and edit report cards for the entire school. \* Digital: Control the school website and the computerized document control system. \* Policy: Assist in school policy formation and report disorders to the Director.**

### **13.School IT Officer**

*Reports to: School Director*

**Job Title: School IT Officer**

**Serial Number: 13**

**Reports to: School Director**

**Job Requirements:**

**\* Educational Qualifications: Degree in Computer Science or Information Technology. \* Experience: 3-5 years in IT support or systems administration. \* Skills: Network management, hardware troubleshooting, and software support.**

**Aim of the Job: To maintain and support the school's technological infrastructure, ensuring a seamless digital environment for staff and students.**

**Duties and Responsibilities:**

**\* Support: Provide technical assistance to faculty and administrative staff. \* Maintenance: Oversee the maintenance of computers, servers, and networking equipment. \* Security: Ensure data security and regular backups of school systems. \* Training: Assist staff in the use of educational software and digital tools.**

### **14.Storekeeper**

*Reports to: Administration Manager / Operations Manager*

**Job Title: Storekeeper**

**Serial Number: SK-14**

**Reports to: Administration Manager / Operations Manager**

**Job Requirements:**

**\* Educational Qualifications: High School Diploma or Diploma in Supply Chain/Logistics. \* Experience: 2-3 years of experience in warehouse or store management. \* Skills: Strong organizational skills, honesty, and proficiency in inventory management software.**

**Aim of the Job: To manage the school's inventory of books, uniforms, and supplies, ensuring availability and accurate record-keeping.**

**Duties and Responsibilities:**

**\* Receive, inspect, and record all incoming school supplies and equipment. \* Organize the storage of textbooks, stationery, and uniforms for efficient retrieval. \* Maintain an up-to-date inventory database and conduct regular physical stock counts. \* Process requests for supplies from various departments and ensure proper authorization. \* Monitor stock levels and notify the Administration Manager when reordering is necessary. \* Ensure the store area is clean, secure, and well-maintained. \* Assist in the distribution of books and uniforms to students at the start of the academic year.**

## 15. Matrons Manager

Reports to: Operations Manager / Administration Manager

Job Title: Matrons Manager

Serial Number: 24

Reports to: Operations Manager / Administration Manager

Job Requirements:

\* Educational Qualifications: High School Diploma; Certification in Hospitality or Facilities Management preferred. \* Experience: Minimum 5 years of supervisory experience in housekeeping, facilities, or a similar service-oriented field. \* Skills: Leadership and team management, knowledge of cleaning and sanitation standards, inventory control, and strong problem-solving abilities.

Aim of the Job: To manage and supervise the school's matron and cleaning staff, ensuring the highest standards of cleanliness, hygiene, and maintenance across the entire school campus.

Duties and Responsibilities:

\* Recruit, train, schedule, and supervise the matron and cleaning staff. \* Develop and implement daily, weekly, and deep-cleaning schedules for all school facilities. \* Inspect all areas of the school regularly to ensure compliance with health and safety standards. \* Manage the inventory of cleaning supplies and equipment, and place orders as needed. \* Coordinate with the Operations Manager for maintenance and repair issues. \* Ensure all staff adhere to proper use of cleaning chemicals and safety protocols.

## 16. Security Team Manager

*Reports to: Operations Manager*

Job Title: Security Team Manager

Serial Number: 25

Reports to: Operations Manager

Job Requirements:

Educational Qualifications: High School Diploma; Degree in Criminal Justice or Security Management preferred.

Experience: Minimum 5-7 years in security or law enforcement, with at least 3 years in a supervisory role.

Skills: Proficiency in surveillance systems (CCTV), emergency response planning, risk assessment, and conflict de-escalation.

Aim of the Job: To oversee the security of the school campus, ensuring the safety of all students, staff, and visitors, and protecting school property from theft or damage.

Duties and Responsibilities:

Recruit, train, and supervise the school security guard team.

Develop and implement campus-wide security protocols, including access control and visitor management.

Conduct regular safety audits of the campus perimeter and internal facilities.

**Coordinate fire drills and emergency evacuation procedures in collaboration with school leadership.**

**Oversee the operation and maintenance of electronic security systems (cameras, alarms).**

## **17. Maintenance Coordinator**

*Reports to: Operations Manager*

**Job Title:** Maintenance Coordinator

**Serial Number:** 26

**Reports to:** Operations Manager

**Job Requirements:**

- **Educational Qualifications:** Technical diploma in Facilities Management, Engineering, or a related trade.
- **Experience:** 5 years of experience in building maintenance or construction management.
- **Skills:** Knowledge of HVAC, electrical, plumbing, and carpentry; strong project management and vendor coordination skills.

**Aim of the Job:** To ensure the school's physical infrastructure, utilities, and grounds are maintained in optimal condition through proactive and reactive maintenance.

**Duties and Responsibilities:**

- Develop and execute a preventative maintenance schedule for all school buildings and equipment.
- Supervise on-site maintenance staff and external contractors for specialized repairs.
- Respond to and prioritize maintenance requests from staff through the internal ticketing system.
- Manage the maintenance budget and procure necessary tools and spare parts.
- Ensure all building systems comply with safety codes and environmental regulations

## **Specialized & Support Roles**

**Legal Representative**

*Reports to: Superintendent / Board*

**Ministry of Education Liaison Representative**

*Reports to: Principal / Superintendent*

**Science Lab Technician**

*Reports to: Head of Science Department*

**School Doctor**

*Reports to: Principal / Operations Manager*

**School Librarian**

*Reports to: Academic Advisor / Principal*

**Social Worker**

*Reports to: Principal / Student Affairs Manager*

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## Teaching & Instructional Staff

### **Homeroom Teacher**

*Reports to: Supervisor of Grade / Head of Department*

### **Teacher (American Division)**

*Reports to: Head of Department / Principal*

### **Teacher Assistant**

*Reports to: Class Teacher / Principal*

## Administrative & Clerical Support

### **Superintendent Secretary**

*Reports to: School Superintendent*

### **Principal's Secretary / Office Assistant**

*Reports to: School Principal*

### **Stage Secretary**

*Reports to: Supervisor / Head of Department*

### **Stage Secretary (Detailed)**

*Reports to: Supervisor of Grade / Head of Department*

### **Office Assistant (General)**

*Reports to: Administration Manager*

## Finance & Accounting

### **Accountant**

*Reports to: Financial Manager / Administration*

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## \*Support Staff Roles

Position	Qualifications	Key Responsibilities
<b>Administrative Assistant</b>	Associate degree, office management experience	Front office operations, communication, record-keeping
<b>IT Support Specialist</b>	IT certification, educational tech experience	Maintain technology infrastructure, staff training
<b>Librarian/Media Specialist</b>	Library science degree, teaching certification	Manage resources, information literacy instruction
<b>Teaching Assistant</b>	Associate degree, paraprofessional certification	Support classroom instruction, small group work

## 6. Hiring Policies & Procedures

### 6.1 Recruitment Process

#### 1. Position Posting

- Advertised internationally through approved channels
- Clear description of qualifications and expectations
- Emphasis on diversity and inclusive hiring

#### 2. Application Screening

- Review of credentials and experience
- Alignment with PIS mission and Cognia standards
- Initial phone screening for shortlisted candidates

#### 3. Interview Process

- Panel interview with administration and department heads
- Teaching demonstration or portfolio review
- Reference and background checks
- Final approval by Principal and HR

### 6.2 Selection Criteria

- Professional qualifications and certifications
- Teaching philosophy alignment with PIS values

- Experience with diverse student populations
- Technological proficiency and innovative mindset
- Interpersonal and collaborative skills

### 6.3 Onboarding Process

- **Pre-arrival:** Welcome package, contract signing, visa assistance
- **Orientation Week:** School tour, policy review, technology setup
- **First Month:** Mentor assignment, classroom setup, initial observations
- **First Semester:** Ongoing support, check-ins, professional development

## 7. Supervision, Evaluation & Appraisal System

### 7.1 Evaluation Framework

Four Evaluation Domains:

Domain	Cognia Alignment	Weight
1. Teaching & Learning	Standards 12-23	40%
2. Professional Responsibilities	Standards 1, 5, 6	25%
3. Student Support & Well-being	Standards 2, 4, 27	20%
4. Leadership & Collaboration	Standards 3, 7, 9	15%

### 7.2 Evaluation Cycle

Timeframe	Activity	Purpose
August	Goal-setting conference	Establish annual objectives
September-November	Formative observations (2-3)	Provide feedback, identify growth areas
December	Mid-year review	Progress check, adjustments
January-March	Formative observations (2-3)	Continued support, monitoring
April	Final observation	Summative data collection
May	End-of-year evaluation	Comprehensive assessment
June	Career pathway discussion	Planning for next year

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### 7.3 Performance Rating Scale

Level	Description	Cognia Equivalent
4 - Exemplary	Consistently exceeds expectations, serves as model	Level 4
3 - Proficient	Meets all expectations effectively	Level 3
2 - Developing	Meets some expectations, needs support	Level 2

<b>1 - Unsatisfactory</b>	Does not meet expectations	Level 1
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#### 7.4 Evidence Collection

- Classroom observations (administrative and peer)
- Lesson plans and instructional materials
- Student work samples and assessment data
- PLC participation and contributions
- Parent/student feedback (surveys, conferences)
- Professional development records
- Self-reflection and goal documentation

#### 7.5 Post-Evaluation Process

1. **Evaluation Conference:** Review findings and ratings
2. **Professional Growth Plan:** Develop individualized goals
3. **Support Allocation:** Determine resources and mentoring needed
4. **Documentation:** Sign and file evaluation report
5. **Follow-up:** Schedule check-ins and support sessions

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### 8. Mentoring, Induction & Professional Growth

#### 8.1 New Teacher Induction Program

##### Phase 1: Pre-Service (August)

- 3-day intensive orientation
- School culture, policies, and procedures
- Curriculum overview and resource distribution
- Technology training and setup

##### Phase 2: First Semester Support

- Assigned mentor with weekly meetings
- Classroom management coaching

- Curriculum pacing guidance
- Observation and feedback cycles

### Phase 3: Ongoing Development

- Monthly new teacher seminars
- Portfolio development
- Gradual release to full responsibilities

### 8.2 Mentoring Program Structure

Component	Frequency	Purpose
Weekly Meetings	45 minutes	Planning, problem-solving, reflection
Classroom Visits	Bi-weekly	Observation and feedback
Co-Teaching	Monthly	Model lessons, collaborative teaching
Professional Reading	Monthly	Discussion of educational literature
Progress Review	Quarterly	Goal assessment and adjustment

### 8.3 Professional Learning Communities (PLCs)

#### Weekly PLC Schedule:

- **Monday:** Data analysis and student work review
- **Wednesday:** Instructional strategy sharing
- **Friday:** Lesson planning and resource development

#### PLC Focus Areas:

- Student achievement data
- Curriculum alignment
- Assessment design
- Intervention strategies
- Technology integration

### 8.4 Professional Development Requirements

Requirement	Details
Annual Minimum	40+ hours of professional learning
Five-Year Cycle	120+ hours (Cognia recommendation)

<b>Types of PD</b>	Workshops, conferences, courses, action research
<b>Documentation</b>	PD log, certificates, reflection journals
<b>Funding</b>	School allocation based on appraisal rating

## 8.5 Action Research & Innovation

- Teachers conduct at least one action research project annually
- Focus on instructional improvement or student learning
- Presentation of findings at staff meetings or conferences
- Implementation of research-based strategies

## 9. Performance Recognition, Incentives & Disciplinary Policies

### 9.1 Recognition & Awards Program

#### Annual Awards:

- **Teacher of the Year** - Excellence in teaching and leadership
- **Innovation Award** - Creative use of technology and pedagogy
- **Collaboration Champion** - Outstanding teamwork and PLC contributions
- **Student Growth Award** - Demonstrated impact on student achievement
- **Community Builder** - Exceptional parent and community engagement

#### Monthly Recognition:

- "Shout-Outs" in staff newsletters
- Feature in school social media
- Small tokens of appreciation
- Public acknowledgment at meetings

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## 9.2 Incentive Structure

Performance Level	Incentives
<b>Exemplary (4)</b>	<ul style="list-style-type: none"><li>- \$2000 professional development fund</li><li>- Priority for leadership roles</li><li>- Conference presentation opportunities</li><li>- Additional personal leave day</li></ul>
<b>Proficient (3)</b>	<ul style="list-style-type: none"><li>- \$1000 professional development fund</li><li>- Attendance at regional conferences</li><li>- Classroom resource allocation</li></ul>
<b>Developing (2)</b>	<ul style="list-style-type: none"><li>- Targeted PD funding (\$500)</li><li>- Additional mentoring support</li><li>- Reduced extracurricular duties</li></ul>

## 9.3 Disciplinary Procedures

### Minor Infractions:

- Verbal counseling
- Written note in personnel file
- Required professional development

### Moderate Issues:

- Formal written warning
- Performance improvement plan (30-60 days)
- Temporary duty modification
- Mandatory mentoring

### Serious Misconduct:

- Suspension with or without pay
- Non-renewal of contract
- Immediate termination (for cause)

## 9.4 Grievance Procedure

1. Informal discussion with supervisor

2. Formal written complaint to HR
  3. Investigation and fact-finding
  4. Resolution meeting
  5. Appeal to Principal (if needed)
  6. Final decision and documentation
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## 10. Teaching & Learning Framework

### 10.1 Curriculum Implementation

#### PIS Curriculum Pillars:

1. **Academic Rigor** - Challenging, standards-aligned content
2. **Personalization** - Differentiated pathways and pacing
3. **Relevance** - Real-world connections and applications
4. **Innovation** - Integration of AI and emerging technologies

#### Curriculum Review Cycle:

- Annual review of scope and sequence
- Bi-annual textbook and resource evaluation
- Quarterly alignment checks with standards
- Continuous feedback from teachers and students

### 10.2 Instructional Expectations

#### Daily Lesson Components:

1. **Learning Objective** - Clear, measurable goal
2. **Activation** - Connect to prior knowledge
3. **Instruction** - Varied methods and modalities
4. **Practice** - Guided and independent work
5. **Assessment** - Check for understanding
6. **Closure** - Review and preview

#### Weekly Planning Requirements:

- Detailed lesson plans submitted by Friday
- Differentiation strategies documented
- Technology integration specified
- Assessment methods identified

### **10.3 Assessment System**

#### **Formative Assessment (60%):**

- Quizzes, exit tickets, observations
- Student self-assessments
- Peer feedback and reviews
- Learning journals and portfolios

#### **Summative Assessment (40%):**

- Unit tests and projects
- Performance tasks
- Standardized assessments
- Final exams and presentations

#### **Data Use Protocol:**

1. Collect assessment data
2. Analyze patterns and trends
3. Identify student needs
4. Adjust instruction
5. Monitor progress
6. Report to stakeholders

### **10.4 Digital Learning & AI Integration**

#### **Approved Tools & Platforms:**

- Learning Management System (Canvas)
- Adaptive learning software
- AI-assisted assessment tools

- Collaboration platforms
- Digital creation tools

### Digital Citizenship Curriculum:

- Responsible technology use
- Digital footprint management
- Online safety and privacy
- Ethical AI usage
- Media literacy

### Blended Learning Models:

- Station rotation
- Flipped classroom
- Flex model
- Enriched virtual

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## 11. Student Support & Well-being

### 11.1 Social-Emotional Learning (SEL)

#### SEL Competencies:

1. **Self-Awareness** - Recognize emotions and values
2. **Self-Management** - Regulate emotions and behaviors
3. **Social Awareness** - Show empathy and respect
4. **Relationship Skills** - Build positive relationships
5. **Responsible Decision-Making** - Make ethical choices

#### SEL Implementation:

- Daily morning meetings
- Weekly explicit SEL lessons
- Integrated throughout curriculum

- Staff modeling and reinforcement

## 11.2 Inclusive Practices & Differentiation

### Universal Design for Learning (UDL):

- Multiple means of engagement
- Multiple means of representation
- Multiple means of action and expression

### Differentiation Strategies:

- Content: Vary materials and resources
- Process: Adjust activities and pacing
- Product: Offer choice in demonstrations
- Environment: Flexible seating and groupings

## 11.3 Intervention System

### Tiered Support Model:

Tier	Description	Interventions
Tier 1	Universal (All students)	High-quality core instruction, SEL, screenings
Tier 2	Targeted (20-30%)	Small group instruction, progress monitoring
Tier 3	Intensive (5-10%)	Individualized plans, specialized support

### Intervention Team:

- Student Support Coordinator (chair)
- Classroom teachers
- Special education staff
- Counselors
- Administrators

### Progress Monitoring:

- Bi-weekly data collection
- Monthly team meetings
- Quarterly review of interventions
- Annual evaluation of effectiveness

## 11.4 Health & Safety Protocols

### Physical Health:

- Regular health screenings
- Nutrition education
- Physical activity requirements
- Clean and safe facilities

### Mental Health:

- Counseling services
- Crisis intervention training
- Staff mental health resources
- Parent education workshops

### Safety Procedures:

- Emergency drills monthly
- Crisis response team
- Communication protocols
- Community partnerships

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## 12. Operational Policies & Staff Responsibilities

### 12.1 Attendance & Punctuality

#### Teacher Hours:

- 7:30 AM - 3:30 PM (official hours)
- 7:15 AM - 3:45 PM (expected presence)
- Additional hours for meetings and events as scheduled

#### Absence Procedures:

1. Notify administration before 6:30 AM
2. Submit lesson plans for substitute

3. Complete absence form upon return
4. Medical verification required after 2 days

**Tardiness Policy:**

- 1-3 incidents: Verbal reminder
- 4-6 incidents: Written warning
- 7+ incidents: Meeting with administration

**12.2 Classroom Management**

**Expectations:**

- Positive behavior support system
- Clear, consistent rules and procedures
- Engaging, well-planned lessons
- Regular communication with parents

**Prohibited Practices:**

- Corporal punishment
- Public humiliation
- Collective punishment
- Denial of basic needs

**Documentation:**

- Behavior incident reports
- Parent contact logs
- Intervention records
- Progress monitoring data

**12.3 Communication Protocols**

**Parent Communication:**

- Weekly class newsletters
- Monthly progress reports
- 24-hour response time expectation



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- Scheduled conference times

**Staff Communication:**

- Daily bulletin (email)
- Weekly staff meetings
- Department meetings bi-weekly
- PLC meetings weekly

**Communication Tools:**

- School email (primary)
- Learning management system
- School app for parents
- Emergency notification system

 **12.4 Emergency Procedures**

**Emergency Roles:**

- **Administration:** Overall coordination
- **Teachers:** Student supervision and safety
- **Support Staff:** Assistance and logistics
- **Designated Staff:** First aid and specific duties

**Drill Schedule:**

- Fire drill: Monthly
- Lockdown drill: Quarterly
- Earthquake drill: Twice yearly
- Evacuation drill: Annually

**Emergency Kits:**

- Classroom emergency supplies
- First aid kits in all rooms
- Communication devices
- Student emergency cards

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## 12.5 Professional Responsibilities

### Required Documentation:

- Lesson plans (weekly)
- Grade books (updated weekly)
- Attendance records (daily)
- Parent contact logs (ongoing)
- Professional development records

### Committee Participation:

- All staff serve on at least one committee
- Committees meet monthly
- Minutes and actions documented
- Reporting to full staff

### Extracurricular Duties:

- All teachers supervise one activity
- Duties rotated annually
- Compensation or time in lieu
- Planning and evaluation required

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## 13. Code of Ethics & Professional Conduct

### 13.1 Ethical Standards

#### Commitment to Students:

1. Shall not restrain students from independent learning
2. Shall not deny access to diverse viewpoints
3. Shall not suppress or distort subject matter
4. Shall protect students from harmful conditions
5. Shall not intentionally embarrass students

6. Shall not discriminate against any student
7. Shall not use relationships for private advantage

**Commitment to Profession:**

1. Shall be honest in professional qualifications
2. Shall not assist unqualified persons into teaching
3. Shall not make false statements about colleagues
4. Shall not accept gifts that impair judgment
5. Shall maintain confidentiality appropriately
6. Shall participate in professional development
7. Shall contribute to the profession

**13.2 Professional Behavior**

**Appearance & Demeanor:**

- Business casual attire minimum
- Professional language and tone
- Respectful interactions at all times
- Positive representation of school

**Confidentiality:**

- Protect student privacy (FERPA)
- Secure handling of records
- Discretion in conversations
- Proper data management

**Conflict of Interest:**

- Disclosure of potential conflicts
- Avoidance of favoritism
- Ethical procurement practices
- Transparency in decisions



### 13.3 Digital Ethics

#### **Online Conduct:**

- Professional social media use
- Appropriate digital communication
- Protection of student privacy online
- Positive digital footprint

#### **Technology Use:**

- Responsible use of school resources
- Adherence to acceptable use policy
- Security of accounts and data
- Ethical AI and technology practices

#### **Intellectual Property:**

- Respect for copyright and fair use
- Proper attribution of sources
- Protection of school materials
- Ethical use of student work

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## **14. Appendices & Templates**

### **Appendix A: Teacher Appraisal Form**

*(See separate template file)*

### **Appendix B: Professional Development Plan Template**

*(See separate template file)*

### **Appendix C: Lesson Plan Template**

*(See separate template file)*

### **Appendix D: Parent Contact Log**

*(See separate template file)*

 **Appendix E: Student Intervention Tracking Sheet**

*(See separate template file)*

 **Appendix F: Emergency Procedures Checklist**

*(See separate template file)*

 **Appendix G: Cognia Standards Quick Reference**

*(See separate quick guide)*

**Document Review & Updates**

This handbook is reviewed annually and updated as needed. Suggestions for improvement are welcome and should be submitted to the Human Resources Department.

**Last Updated:** January 2025

**Next Review:** January 2026

**Approved By:** PIS School Board & Administration



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