Approved by: Principal	Date: 30 January 2026

Last reviewed on:	Date: 26 January 2026

Next review due:	Date: 22 June 2026

#	Description of Changes	Rev. No	Date of Issue
1	First Issue	00	21 June 24

ICS Vision
The "School of Choice" inspiring, challenging and empowering a 21st century learning community through an ethical and innovative education system.

ICS Mission
Provide a safe, friendly learning environment where lifelong learners follow an international curriculum which promotes academic excellence and nurtures key values and competencies in our global minded, future leaders.

Introduction

At International Community School (ICS), we are committed to maintaining the highest standards of employment practices, ensuring that our staff are qualified, supported, and well-equipped to provide the best possible education to our students. This policy outlines the procedures for recruitment, employment, professional development, performance management, and the rights and responsibilities of all staff members. It is aligned with the Abu Dhabi Department of Education and Knowledge (ADEK) Employment Policy and complies with relevant UAE labor laws.

Purpose

The purpose of this policy is to:

- Ensure that all staff, volunteers, and invited visitors are properly vetted and registered through ADEK's Private Schools Staff Information System (PASS).
- Define the requirements for recruitment, including eligibility criteria, mandatory positions, and succession planning.
- Outline the professional development and performance management processes for staff.
- Detail the rights and responsibilities of staff working within ICS, in alignment with federal laws and ADEK regulations.
- Establish clear procedures for compliance, including the handling of staff misconduct, employment agreements, and termination.

Definitions

Appointment Letter
A letter issued by ADEK attesting to the employment status of internal staff.

Continuous Professional Development (CPD)
All activities undertaken by staff to improve their knowledge, skills, competencies, and performance. This includes in-person and online training, mentorship programs, and participation in academic conferences and research projects.

Core Positions
Positions identified in the ADEK Staff Eligibility Policy that require verification by ADEK.

Cycle
Stages in the primary and secondary education process, classified in Abu Dhabi as Kindergarten (Pre-KG/FS1-KG2/Year1), Cycle 1 (G1/Y2-G5/Y6), Cycle 2 (G6/Y7-G8/Y9), and Cycle 3 (G9/Y10-G12/Y13).

Educator
Staff members directly involved in and supporting the teaching and learning process, including leadership, teaching, teaching support, social care, and healthcare positions.

Employment Agreement
A legal document issued by ICS to staff and/or volunteers, specifying the conditions of employment for a specific position.

People of Determination
Individuals with a temporary or permanent, full or partial deficiency or infirmity in their physical, sensory, mental, communicational, educational, or psychological abilities that limits their ability to perform ordinary tasks.

Staff
An individual employed by ICS on a remunerated contractual basis, regardless of employment mode (internal, external/third-party, etc.).

Vetting
The process of checking that candidates do not have issues that could pose a risk to student protection and/or security.

Volunteer
An individual engaged by ICS on a non-remunerated basis to interact with students, such as parent chaperones or guest speakers.

Roles and Responsibilities

Governing Body
The Governing Body is responsible for ensuring that ICS complies with all ADEK employment policies and relevant UAE labor laws. This includes oversight of the recruitment, professional development, and performance management processes, as well as ensuring that all staff are appropriately vetted and registered in PASS.

Principal
The Principal is responsible for the day-to-day management of employment practices at ICS, including the implementation of this policy. The Principal ensures that all staff are recruited and employed in accordance with ADEK and UAE regulations and that their qualifications and experience are verified. The Principal also leads the performance management process and oversees the professional development of staff.

Human Resources (HR) Department
The HR Department is responsible for managing the recruitment, onboarding, and vetting processes for all staff. This includes ensuring that all staff are registered in PASS, their qualifications are attested, and they meet the eligibility requirements for their positions. The HR Department also maintains all employment records and ensures that employment agreements are in line with ADEK and UAE labor laws.

Coordinators
Coordinators are responsible for overseeing the performance and professional development of staff within their departments. They work closely with the Principal and HR Department to ensure that all staff meet the required standards and are provided with appropriate support and training.

Staff Members
All staff members are responsible for adhering to the terms of their employment agreements, participating in professional development activities, and complying with ICS's policies and procedures. Staff members are also expected to maintain high standards of professionalism and ethics in their interactions with students, colleagues, and the wider school community.

Recruitment and Employment

PASS Registration
ICS ensures that all staff, volunteers, and invited visitors are registered on ADEK's Private Schools Staff Information System (PASS) before they begin their roles. This registration includes obtaining an

appointment letter or work permit for each individual, and ensuring they pass all vetting requirements, including background checks and police clearance.

Eligibility Requirements
Staff employed at ICS must meet the eligibility requirements outlined in the ADEK Staff Eligibility Policy. This includes having the necessary qualifications and experience for their roles. All qualifications must be attested by the relevant authorities, and any experience certificates must be verified by the HR Department.

Mandatory Positions
ICS ensures that all mandatory positions, including Principal, Vice Principal, Head of Inclusion, Health and Safety Officer, Social Worker, and Nurse, are filled at all times. In cases where a vacancy arises, a qualified substitute must temporarily fill the position until a permanent replacement is appointed.

Grandfathering Provision
Staff employed at ICS before the issuance of the ADEK Staff Eligibility Policy who do not meet the new requirements may continue in their roles under specific conditions. Leadership staff must obtain a valid educational leadership license by the start of the Academic Year 2026/27. Teaching staff without a teaching qualification must obtain a QFE 6 (Diploma) or valid teaching license within two years of initial enrollment in a qualification program.

Succession Planning
ICS maintains a succession plan to ensure continuity of leadership in the event of a vacancy in key positions. The Vice Principal is automatically appointed as Acting Principal in the Principal's absence, with a maximum acting period of 12 months. Succession planning also includes preparatory CPD for potential successors to leadership positions.

Professional Development and Performance Management

Continuous Professional Development (CPD)
ICS is committed to the ongoing professional development of its staff. All staff members are required to complete a minimum of 25 hours of CPD annually, at no cost to the staff. This CPD includes training sessions, workshops, and other professional learning opportunities designed to enhance their skills and competencies.

Performance Management
ICS implements a formal performance management process to ensure that all staff are meeting the school's standards and contributing to its strategic objectives. The process includes:

- **Annual Performance Cycle**: Staff set individual performance and development objectives at the beginning of each academic year, aligned with ICS's goals.
- **Evaluation Criteria**: Clear criteria for evaluating performance are communicated to staff at the start of each performance cycle. These criteria remain consistent throughout the cycle.
- **Rating System**: A transparent rating system is used to assess staff performance, with each rating clearly defined and communicated at the start of the cycle.

- **Performance Reviews**: Annual performance reviews are conducted, resulting in a confidential, written evaluation. Staff have the right to appeal their evaluations, with a formal appeals process in place.

Rights and Responsibilities

Non-Discrimination
ICS adheres to the principles of non-discrimination as outlined in Federal Decree Law No. (33) of 2021. The school prohibits discrimination based on race, color, sex, religion, national origin, or disability in all employment practices.

People of Determination
ICS is committed to providing equal employment opportunities for People of Determination. The school encourages applications from People of Determination and provides the necessary accommodations to support their employment and career development.

Probation Period
The probation period for new staff at ICS is up to six months, as per Federal Decree Law No. (33) of 2021. During this period, staff are paid their full wages, even if the probation period coincides with school holidays.

Leaves and Working Hours
ICS provides staff with all entitled leaves, including maternity, sick, bereavement, and parental leave, in accordance with UAE labor laws. The school also establishes regular working hours, including teaching and non-teaching hours, which are clearly communicated in the Employment Manual and staff employment agreements.

Termination and Misconduct
ICS follows strict procedures for the termination of staff, ensuring compliance with ADEK regulations and UAE labor laws. Termination during the school term requires prior approval from ADEK. In cases of serious misconduct, ICS conducts a thorough investigation, and staff may be suspended or terminated based on the findings.

Career Progression
ICS supports the career progression of its staff through regular performance evaluations and the identification of promotion opportunities. Staff are encouraged to pursue career development within the school, with clear guidelines provided on the criteria for advancement.

Ethical Obligations
ICS is committed to upholding the highest ethical standards in its employment practices. This includes the preservation and provision of staff records, transparent communication of employment policies, and a commitment to staff safety and wellbeing.

Compliance

ICS is committed to full compliance with ADEK's Employment Policy. This policy is effective from the Academic Year 2024/25, with full compliance required by AY 2025/26. Non-compliance with this policy

will result in legal accountability and may incur penalties as stipulated by ADEK and other relevant UAE laws. ICS will ensure that all staff are informed of this policy and that it is implemented consistently across the school.

Linked Policies:

This Employment Policy is interconnected with several other ICS and ADEK policies, ensuring a comprehensive approach to staff management and school operations. These linked policies include:

- Safeguarding Policy
- Inclusion Policy
- Code of Conduct
- Staff Eligibility Policy
- Student Protection Policy
- Quality Assurance Policy