

# LINCOLN COMMUNITY SCHOOL

*Accra, Ghana*



## OVERSEAS-HIRE FACULTY HANDBOOK

**2010-2011**

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# I. WHAT WE ARE STRIVING FOR & WHAT WE EXPECT

## LCS Mission

*Lincoln Community School strives to be a model American international school offering a broad and challenging educational program to students from diverse cultural backgrounds.*

*Lincoln Community School is committed to inspiring students to achieve the highest standards of intellectual and personal development through a stimulating and comprehensive program. Within a caring, respectful, multicultural environment, the school is committed to instilling in each student a desire to learn, to take appropriate risks, and to accept challenges. The school community is committed to developing students who are resilient and adaptable, equipped with the knowledge, skills, and disposition to continue their education and become personally fulfilled, interdependent, socially responsible adults.*

## Educational Aims

The over-arching aim of our program is to develop the **knowledge**, **skills** and **dispositions** necessary for our students to respond successfully to future challenges in other schools, in post-secondary education, and in an interdependent, multicultural environment. Recognizing that we are educating children for a rapidly changing world in the 21<sup>st</sup> century, we strive to develop students who are:

- critical, analytical, innovative thinkers and problem-solvers;
- equipped with the technological skills needed to function effectively in an increasingly complex world;
- effective communicators, capable of expressing themselves in multiple languages and media, as well as interpreting the messages of the world around them;
- aware of the physical, historical, cultural, and environmental forces that have shaped our world, with an ability to apply this knowledge to better comprehend the present and anticipate the future;
- collaborative team members with the ability to work within a team or to exercise leadership effectively and appropriately;
- motivated, curious learners with the capacity for personal autonomy, a desire for personal excellence and the initiative to seek self-improvement;

- self-confident, resourceful, and resilient contributors to democratic society;
- physically and emotionally healthy, capable of utilizing the resources available to deal with the demands of an active life;
- ethical community members with high standards and clear values that are not dependent upon a controlled environment;
- responsible decision-makers who anticipate the consequences of their actions;

aware of, and sensitive to, the variety of perspectives through which others see the world.

### **The IB Learner Profile**

The aim of all IB programmes is to develop internationally minded people who, recognizing their common humanity and shared guardianship of the planet, help to create a better and more peaceful world.

#### **IB learners strive to be:**

Inquirers	They develop their natural curiosity. They acquire the skills necessary to conduct inquiry and research and show independence in learning. They actively enjoy learning and this love of learning will be sustained throughout their lives.
Knowledgeable	They explore concepts, ideas and issues that have local and global significance. In so doing, they acquire in-depth knowledge and develop understanding across a broad and balanced range of disciplines.
Thinkers	They exercise initiative in applying thinking skills critically and creatively to recognize and approach complex problems, and make reasoned, ethical decisions.
Communicators	They understand and express ideas and information confidently and creatively in more than one language and in a variety of modes of communication. They work effectively and willingly in collaboration with others.
Principled	They act with integrity and honesty, with a strong sense of fairness, justice and respect for the dignity of the individual, groups and communities. They take responsibility for their own actions and the consequences that accompany them.
Open-minded	They understand and appreciate their own cultures and personal histories, and are open to the perspectives, values and traditions of other individuals and communities. They are accustomed to seeking and evaluating a range of points of view, and are willing to grow from the experience.
Caring	They show empathy, compassion and respect towards the needs and

feelings of others. They have a personal commitment to service, and act to make a positive difference to the lives of others and to the environment.

**Risk-takers** They approach unfamiliar situations and uncertainty with courage and forethought, and have the independence of spirit to explore new roles, ideas and strategies. They are brave and articulate in defending their beliefs.

**Balanced** They understand the importance of intellectual, physical and emotional balance to achieve personal well-being for themselves and others.

**Reflective** They give thoughtful consideration to their own learning and experience. They are able to assess and understand their strengths and limitations in order to support their learning and personal development.

### **Educational Beliefs**

In support of our Mission and Aims, the LCS community holds the following educational beliefs:

1. Student learning is the focus of our organization, yet the faculty and staff will also be active learners in this community.
2. A safe, respectful and supportive environment is essential for each individual to pursue personally challenging goals.
3. The curriculum and instructional strategies will inspire and motivate students to learn
4. Students have individual talents and qualities that must be discovered and developed.
5. Students achieve their best when they build on prior understanding and skills, and have opportunities to apply their learning to issues of personal and global significance.
6. Continual goal-setting and reflection is essential to achieve personal and community growth.
7. Appreciation of cultural diversity is essential to promoting international understanding and responsible citizenship.
8. The education of each student is a responsibility shared by students, parents and educators.

## **LCS Standards for Effective Teaching**

The following standards are used to guide professional growth activities, and provide the framework for teacher evaluation.

1. Effective planning and preparation
2. Engaging & purposeful classroom environment
3. Appropriately differentiated instruction
4. Accountability for student learning
5. Commitment to professional responsibilities

## **Code of Professional Conduct**

This code represents an effort to establish a strong ethos of professional and ethical behavior for LCS staff. It therefore represents a standard of conduct to which LCS staff are committed. All LCS teachers and administrators are expected:

- To demonstrate in their teaching and their dealing with others, respect for the dignity and rights of all persons without regard to race, religion, or nationality.
- To demonstrate in their dealing with students the belief and commitment that all children can learn.
- To refrain from commenting negatively upon students or their families.
- To refrain from divulging information received in confidence except in situations where there is a professional need to know.
- To emphasize the positive qualities of colleagues and refrain from gossip, backbiting or the spread of rumors.
- To make suggestions for improvement or practices through the appropriate administrative channel.
- To conduct themselves in a manner consistent with the dignity of the profession, the philosophy of the school and divisional core values.
- To abide by and respect the school policies, procedures and contractual obligations.

## **II. THE SALARY / BENEFITS PACKAGE**

### **Summary**

- A.** Gross Salary: \$21,840 - \$47,000+, Net salaries:\$19,000 - \$ 42,750+  
  
(75% of this is paid in US dollars and 25% paid in the local currency) LCS pays the tax on the 75%
- B.** Annual economy airfare to/from home of record
- C.** Relocation allowance of \$2000 - \$4000  
(\$2000 for single teacher; \$3,000 for teaching couples; \$500 for each child up to two)
- D.** Provision of comfortable furnished housing
- E.** Payment of utilities (rent, electricity, water, septic).Provision of electricity is capped at a reasonable monthly limit
- F.** Single coverage medical, dental, and vision insurance annually. 50% subsidy for dependants.
- G.** Optional Short-term disability insurance (50% subsidy for those who want it)
- H.** Retirement Fund contribution of 5% (matching teacher's contribution), Increasing to 7% in years 5-8; to 10% in years 9 and above
- I.** Professional Development Allowance \$1600 annually. (Can be carried forward to maximum of \$3000)
- J.** Tuition Subsidy of 90% for dependents enrolled at LCS.
- K.** Re-signing Bonus: After the first two years, a teacher receives \$6,000 for two years.
- L.** Local Transportation Allowance : \$1,250/pa for vehicle or local transportation to and from school
- M.** Sick days: 10 days of paid sick leave. (Can be carried forward to 40 days maximum)
- N.** Personal days: 3 days (unused personal days are paid at \$75/day)
- O.** Compassionate leave: 5 days.
- P.** Recruitment leave : 3 days (added to personal days = 6)
- Q.** Maternity leave: 12 weeks.

## **Package Qualifiers**

### **1. 7-9- year Transition to LH status**

After a teacher's 7<sup>th</sup> year at LCS, overseas-hires benefits will be dropped over the subsequent three years:

- Year 8: loss of flights and relocation allowance (those with the original "container" clause should be allowed to retain this benefits through year 9)
- Year 9: Loss of housing and utilities
- Year 10: loss of tax subsidy

In exceptional circumstances extensions may be granted by the Board, on the recommendation of the Superintendent.

To allow adequate notifications for teachers to plan, implementation will not begin until the 2008-09 school year.

### **2. Benefits for non-teaching spouses:**

Normally OH teachers with dependent spouses will not be hired due to the potential expenses, but when such a hire is in the best interest of the school, spousal benefits will include:

- Airfare at beginning and end of spouse's initial two-year contract and every second year after that.
- 50% payment of medical premium
- The relocation allowance equal to that of a teaching couple
- Utilities to the amount allocated for a teaching couple

### **3. Changes in family status while employed:**

- The underlying principle is that teachers are initially contracted with the superintendent's full understanding of the teachers' family status and all the potential costs that go along with that. In the event that a teacher's status changes, no additional partner benefits will be forthcoming while the existing contract is in effect, although new-children's benefits would take effect immediately. At the time of deciding whether to renew the contract of a teacher whose status has changed, the decision will be similar to that when someone is initially hired- ie., the total financial cost will be factored into the decision. Specific scenarios:
  - (a) Partners: In the event that the person who gets married receives a renewed contract, he/she would be entitled to some benefits as apply to the teacher initially hired with a trailing spouse.
  - (b) Children: Children born to the teachers/couple during the teacher's employment will be entitled to the same benefits as children who arrived when the family was hired: flight, medical benefits, relocation, tuition subsidy (for up to two children). The expectation is that the news of enlarged family would be discussed as early as possible with the superintendent. These

benefits may also apply to children who were adopted during the contract period, but not automatically

#### **4. Contract renewal**

The decision to renew this contract must be made with the consent of both the Teacher and the Superintendent. It will be made before the December break in the final year of the contract. This deadline will normally be extended only if there are questions of performance requiring more time to evaluate a remediation plan.

### **A. Salary**

#### **Calculation of Gross Salary**

- Gross Salary is calculated by adding Basic Salary and any applicable Training-Based Supplements. For contract purposes this total amount is broken into 13 parts, with 12/13 representing “gross salary” and 1/13 paid as a lower-taxed "bonus" in November

#### **Basic Scale**

- The Basic Scale represents minimum qualifications of a Bachelors Degree plus Teacher Certification. In most countries this will be equivalent to a five-year program.
- Placement on the scale at the time of joining LCS will be the Superintendent’s decision, based on the teacher’s number of years of prior relevant experience.

<b>Step</b>	<b>2010-11</b>
<b>1</b>	<b>21,840</b>
<b>2</b>	<b>23,150</b>
<b>3</b>	<b>24,461</b>
<b>4</b>	<b>25,771</b>
<b>5</b>	<b>27,082</b>
<b>6</b>	<b>28,392</b>
<b>7</b>	<b>29,702</b>
<b>8</b>	<b>31,013</b>
<b>9</b>	<b>32,323</b>
<b>10</b>	<b>33,634</b>
<b>11</b>	<b>34,944</b>
<b>12</b>	<b>36,254</b>
<b>13</b>	<b>37,654</b>
<b>14</b>	<b>38,875</b>

- Relevant experience will normally be interpreted to mean years of work in a comparable position in education—i.e., in a classroom or instructional role similar to what would be expected or found at LCS. (For example, 3 years of prior teaching experience would place the person on Step 4.)
- In the event that a teacher is hired without certification, his/her starting salary will be one step below what it would have been if certified. The teacher must be on a plan to obtain certification within four years, and may only progress three steps on the scale without it.
- The teacher will normally move up one step for each year at LCS, to the maximum of Step 14, for each year of service.

- There are two situations in which a teacher would not automatically move to the next experience step each year, and may be retained on his/her current step for the following year:
  1. When a teacher is officially on Probation for job performance and his/her contract-renewal status has been in question at any point during the year; or
  2. When an uncertified teacher has not obtained certification within four years of starting at LCS.

**Additional Training-Based Supplements:**

Teachers will receive supplements to their basic salary for earning qualifications, or completing training that has been deemed to be desirable by the school. The specific programs that could lead to these supplements (from the list below) will be reviewed periodically to respond to emerging school needs, and will be published clearly in a format similar to that below.

Program	Qualification	Supplement	Details
<b>IB training</b>	3-5 day workshop + 1 year experience	\$1000	Must be renewed or up-graded within 3 years to retain this supplement. For subsequent renewals, the 1-year waiting period does not apply. This supplement is not multiplied for different types of IB training. For example someone teaching in both the MYP and DP programs, and trained in both, earns one supplement. However, the renewal period of three years applies to either program, not both. The teacher would have six years to renew training in both areas before losing the supplement.
<b>Education-related academic credentials</b>	Master's degree in relevant field. <u>Each</u> Master's degree in a field relevant to the teacher's role at LCS would qualify for this supplement.	\$2000	With principals' prior approval.
	Additional graduate coursework equivalent to 15 US credits in a relevant field	\$1000	With principals' prior approval
<b>Special Certificates</b> <i>(Equivalent to 150 hours of</i>	EAL in the classroom	\$1000	5-course SUNY program, or equivalent
	Integrating I.T.	\$1000	Equivalent to 5-course program

	Leadership	\$1000	5-course SUNY program
	Other	\$1000	Must be applicable to an identified area of school need, and be approved in advance by consensus of the Head of School and Principals.

- Recognition for IB training and experience, as well as other non-degree qualifications already held, will be adjudicated by an ad hoc Qualifications Panel consisting of the Superintendent, Principals and IB Coordinators.
- The Qualifications Panel will be guided by the following parameters in assessing the teacher’s past training, credentials, or coursework:
  - ✓ Was the duration of the program consistent with the 150-hour minimum for “Special Certificates”?
  - ✓ Is the program applicable to the teacher’s current or possible teaching role?
  - ✓ Was the program content consistent with current research and best-practice?

For teachers hired after the point of implementation these questions must be answered and resolved prior to the signing of a contract, so that the contractual salary reflects any applicable supplements.

**Calendar of Salary Payments**

The first salary for each school year will normally be paid on the 20<sup>th</sup> of August. In November teachers will receive their thirteenth month cheque (which is part of gross salary). The salaries for June and July of each year are paid on the last working day of the school year in June.

**Salary Payment Procedure**

Monthly salaries are paid on the 20<sup>th</sup> day of each month, by direct deposit into your account. The Business Office will assist you to open a local Cedi account into which the Cedi component of your salary will be paid. Please contact the Office with details of your bank account overseas if you would like the dollar component of your salary to be deposited there. Otherwise, you will be assisted to open a dollar account in Ghana. To open an account in Ghana, you will need four passport size photos and your passport.

**Support with Cashing Cheques**

Teachers who desire to cash cheques should issue a cash cheque to the Business Office. The cheques should be endorsed by the teacher. The Business Office cashes cheques twice a week, at unscheduled times for security reasons. Teachers will check with the Business Office for the times the cheques will be cashed.

**Foreign Exchange Rate**

US\$1 = GH¢1.44 (approx. as of January 18, 2010)

## **B. Flights**

### **Flights for Arrival**

The Business Office will provide the price parameters for the cost of economy class air transportation from your home of record to Accra, Ghana via the most direct route. Flights can be arranged through Passport Executive Travel in Washington, or by your own arrangement.

### **Flights for Summer Leave**

By mid-March the HRC will inform teachers of the amount of their flight allowance based on quotations from two or more airlines, based on departure dates soon after school is out and returning a week before school resumes. This represents the maximum amount that a teacher will receive. Teachers whose ticket cost is higher because they choose to leave later or return earlier or build in stop overs are responsible for the difference themselves.

The cost of any stop over for the purpose of Professional Development will be debited to the teachers PD allowance. It is in the teachers' interest to book early to stay within the allowance before fares go up closer to summer.

Teachers will be required to arrange their own flights (a round trip). Teachers will submit an invoice based on the approved quotation, along with a payment request to the HRC for the Superintendent's approval. The HRC will forward the approved request to the business office for payment. In the event that the teacher requests that their flight allowance to be paid in cash, this amount will be subject to Ghanaian income tax.

Teachers have two options:

1. Request for the allowance to be paid to them in cash (in which case it will be taxed)
2. Request for the school to pay for the ticket(s) directly (in which case no further allowance will be paid)

### **Flights for Departure**

This will follow the same procedure as flights for the summer leave except that this will be an allowance for a one-way flight to your home of record.

## **C. Relocation Allowance**

The school provides a monetary benefit to assist with relocation expenses at both the beginning of initial contract and at the end of final contract. This is a cash payment that may be used to offset the costs of shipping personal effects, purchase items for the teacher's home here in Accra, or some combination. It is the teacher's choice how this is spent.

A single teacher is allocated \$2,000.

A teaching couple is allocated \$3,000.

Children of staff (up to a total of two) are allocated \$500 each.

There is no allowance for a non-teaching spouse.

### **Timing of the payment**

The allowance will normally be paid together with the teacher's first pay cheque in August, unless the teacher provides documentation of shipping expenses incurred earlier. For departing teachers, the allowance will be added to your final pay cheque in June.

### **Assistance with Shipping**



Taking into consideration the categories of employees described above, employees are entered on a list for that category by the date of their signed employment contract. These lists will be utilized to allocate housing.

### Swaps

If, after housing has been allocated, two employees wish to 'swap' housing units, they may request to do so, through the Superintendent. LCS will not pay a moving allowance in such a case, unless the 'swap' is requested by the school to facilitate better utilization of housing.

### Unexpected Availability of Housing Units

If, during the course of the year, a housing unit becomes available (for any reason) it may be offered to other teachers who are interested. If more than one person is interested a lottery will be held.

### Continuing Teacher Housing

Returning teacher requests will be processed in the context of all needs, including new teacher's needs and preferences. It may not be prudent to put an Accra-experienced teacher (perhaps with a car already) into an apartment near the school, if we have incoming teachers who would feel more comfortable being closer in their first year.

*The unit availability in any given year results in anomalies. However, where a teacher has been placed in a unit larger than what would normally be allocated a move or change may be required in subsequent years if the larger unit is needed and a more appropriate one is available. In such a situation, the school will assist with packing and moving.*

### Administrator Responsible for Housing Issues

The HRC will be the administrator responsible for following up on questions or maintenance requests for LCS housing. The HRC will then contact the Facilities and Security Coordinator to respond to the issue, will monitor progress, and will keep the teacher informed of progress.

### Permanent Items in Teacher Houses

The following items are provided in school housing by the landlord or LCS for the duration of the employee's stay in Accra.

### Appliances

- Washing machine
- Stove/Oven (and 2 gas canisters if it's a gas stove)
- Refrigerator
- Air Conditioners
- Bottled water dispenser

### Furniture

The school provides basic furniture for staff housing. Ordinarily, the following minimum is provided:

1. Living Room: One couch; two easy chairs; one coffee table; two end tables.
2. Dining Room: One dining table; four - six matching chairs; one china cupboard; and/or one buffet/sideboard.
3. Occupied Bedrooms: Twin/double/queen-size/King beds, as determined by need and preference; one chest of drawers per bedroom, mirror; and, if a built-in wardrobe is not provided, a standing wardrobe.
4. Kitchen: First gas bottle provided by the Landlord, others at employee's expense.
5. Water cooler/dispenser: First bottle provided by LCS, refills and additional bottles at

employees expense.

6. Office: Writing desk and lamp.

(Furnishings do not include electronics like TV's and Stereos, bedding, towels, cookware, dishes)

### **Inventory**

All employees living in school housing are required to sign an inventory form. This form will list all furniture, appliances, etc., and indicate their condition. Teachers will be charged for the replacement or repair of any item that is found to be missing or damaged.

### **House Guests**

It is normal for overseas teachers to have family or friends visit during the period of their contract. However, guests do add to utility costs that will not be borne entirely by the school. The school will bear the additional utility costs that result from having house guests for up to 4 weeks. Beyond 4 weeks, however, the teacher will be asked to contribute to these added expenses.

As a courtesy, teachers are asked to inform the Human Resources Coordinator whenever they plan to have guests. When a teacher has had guests for more than 4 weeks, the teacher is expected to discuss the utility implications with the Human Resources Coordinator.

This is an honor system: it depends on the honesty of the teacher, acknowledging the school's willingness to overlook the additional expenses for short-term guests.

### **House-Help Quarters**

While some housing units include "staff quarters" the school does not provide furniture, bedding or utilities for the house-help quarters, nor guarantee any quarters for house help. Where quarters are available and the teacher hires a live-in cook, nanny or house-keeper, the teacher will provide the necessary furnishings. The teacher will also inform the Human Resources Coordinator, as this will affect utility costs and space availability. This information, including the person's name and contact details, is also important for security purposes. If a teacher would like assistance in contacting tradesmen to help fix or clean the quarters provided, the Human Resource Coordinator will help to put the teacher in touch with these workers

### **Maintenance of Houses**

#### **Yard Maintenance**

It is the responsibility of Teachers to maintain their yard and/or garden where one exists. A part time gardener can be hired, or a guard can be paid extra to maintain the yard.

#### **Garbage Collection**

The school will provide dustbins and bear the cost of collection.

#### **Generators (where provided)**

Guards are trained to switch them on/off and perform basic maintenance on them such as fueling and oiling. Bigger problems should be reported to the school.

#### **Septic/Sewage service**

The school pays the cost of septic tank emptying or sewage services.

### Washing Machines

School washing machines are intended only for the use of the contracted teacher. If a teacher wishes to let the housekeeper use the machine for personal laundry, it should be for a limited number of loads per week, and with an understanding that the teacher will inform the Human Resources Coordinator of the arrangement and agree to have salary deducted for the additional expense (\$10 per month) to cover the additional utilities and wear-and-tear of the machine. This too is an honor system. The reason we recommend limiting the number of loads is to ensure that housekeepers are aware that the washing machine is for their personal use only--not for the laundry of guards, friends or family.

### Requesting Housing Maintenance

1. Complete a "Housing Maintenance sheet" (in front of Maintenance/Facilities office)
2. The Facilities & Security Coordinator (FSC) who will schedule the work for as soon as feasible.
3. Upon completion, the FSC will inform the teacher and HRC.
4. If the request is for an **improvement** or **up-grade** that is beyond basic maintenance, or **out-of-budget** the HRC will consult with the Business Manager, who has the authority to approve/reject it.

### Damages

Breakages and damages caused as a result of the teacher's usage of household items are the responsibility of the teacher.

### Guard Service

All households are provided with a night and day guard service by the school. Teachers have the option of replacing the agency's day guard with someone they hire privately—or hiring their current day guard privately for reimbursement of \$120/month.

## **E. Utility Bills**

The school pays the following bills: up to a designated maximum that is suitable for most consumers. Those maximums will be based on units of electricity or volumes of gas, not on financial amounts.

- Water
- Electricity
- Stove gas
- Generator fuel
- Garbage collection
- Septic services
- Guard services
- Telephone connection fee

The school does not pay the following:

- Monthly telephone bills
- Internet connection and subscription (where available)

Utility bills may be sent to each residence. It is the responsibility of the teacher to see that all bills are turned in to the Securities and Facilities Coordinator who will forward them to the business office for immediate payment to avoid late-payment penalties. Penalties and disconnection fees charged as a result of teacher's failure to turn in bills to the facilities office for prompt payment will be borne by the teacher.

At this point there is no cap on payment for utilities. However, teachers are expected to conserve energy in their homes. Please instruct your household staff to conserve as well.

### Electricity and Water

The school will pay for electricity and tap water used in school-assigned housing including basic services for 'housekeepers' quarters' where they exist.

Please note that the utility bills the school will pay are those that apply to the teacher or family agreed at the time of contract. Changes in these circumstances will normally result in the teacher contributing to any increase in expenses. Also see section on house guests.

### Telephones

Although a telephone will be connected when you arrive, it's maintenance and bills are the teacher's responsibility. All calls, local and overseas, will be billed to the Teacher living in a given house or apartment. Each phone call is billed on a measured service, and you may want to discuss this with your staff and establish your own policy regarding phone use. Bills rarely arrive, but you can always call the toll-free customer service line for an update on you bill (number to call is 160). Plan to pay about ₺200,000 each month. You can pay in advance at the phone company. If you get behind, the phone will be cut off (this can happen with very little warning).

## **F. Medical Insurance**

The school covers your monthly premiums for good-quality medical, dental and vision insurance. TieCare is the insurance provider for the school.

### **Getting Enrolled with TIECARE**

The Human Resource Coordinator will enroll teachers with TieCare. Insurance coverage for teachers will begin from August 1<sup>st</sup> to July 31<sup>st</sup> of each school year. Teachers with dependents in the US or Canada not accompanying teachers to Ghana must notify the Human Resource Coordinator of such dependents.

### **Basic Facts of Your Tieceare Coverage**

A current version of the insurance policy will be provided to teachers at the beginning of the school year. Teachers from the US and Canada get a Worldwide Plan. Teachers from all other countries are provided with the International Plus Plan. A \$100 deductible charge is applied to both insurance plans. A 20% co-payment is applicable to International Plus users in the following countries: Hong Kong, Switzerland, and Singapore. Questions concerning insurance should be directed to the Human Resource Coordinator.

### **Summary of TIECARE Benefits**

- **Worldwide Coverage**- *Medical treatment can be received anywhere in the world without any geographical limitations.*
- **International Plus Coverage** – *Medical treatment anywhere in the world with emergency coverage only in the US and Canada. 20% co-pay may apply in some restricted areas (see policy for details).*
- **\$2,000,000 annual benefit maximum** - *relieves concern over limited coverage.*
- **No lifetime benefit maximum** - *complete peace of mind even for long-term needs.*
- **Full coverage for preexisting conditions** - *eliminates concern over existing medical conditions.*
- **Emergency medical air transportation** - *provides for air evacuation when necessary, with an accompanying adult if medically advisable. Destination determined by TieCare*
- **Optional Coverage for Dependents** – *The school will pay 50% of the premium for dependent children or spouse identified in the contract.*
- **Prescription drugs** – *are subject to a 20% co-payment outside of the United States*
- **HIV coverage including AIDS treatment** - *excludes coverage as a pre-existing condition.*
- **Well baby care** - *covers up to 9 visits and up to 24 months for immunizations.*
- **Maternity benefit of \$20,000** - *covers standard deliveries; 50% coverage over \$20,000.*
- **Emergency Room Treatment** - *covers standard emergency room expenses.*
- **Emergency Dental** - *\$5,000 maximum for emergency treatment*
- **Acupuncture / homeopathy** - *annual coverage of \$500.*
- **Addictive Conditions** – *includes treatment program for drug and alcohol abuse.*

### **Insurance Options for Departing Teachers**

For LCS teachers who are departing employment at the end of a school year, TieCare insurance coverage ceases at midnight of July 31 of that school year.

For those interested, TieCare International provides continuation coverage.

Extension insurance can be purchased for 1, 2, or 3 months. The base rate is the school's group rate but is adjusted up if members spend a majority of their time in the US or Canada.

The extension coverage is the same medical insurance as you have with the school with the \$100 deductible and 0% co-payment, and the pharmacy benefit; however, the extension does not include wellness, dental, or vision.

Interested members can contact [MyHealth@tiecare.com](mailto:MyHealth@tiecare.com) for an individual quote and an

application. Those interested in purchasing extension insurance can do so directly with TieCare International. The deadline for extension purchase is June 30.

### Individual insurance

At any time, expatriate educators can apply for comprehensive individual health insurance, renewable each year, until age 70. The member can choose different deductibles and co-payments and design a plan for individual needs and budgets. Also, at any time during an international career, life and disability insurances are available to the individual from TieCare International.

## **G. Short Term Disability Insurance**

Teachers may take out Short-Term Disability Insurance through the school's medical Insurance plan, and the School will cover 50% of the cost of premiums. This program exists only so long as 50% of the faculty is enrolled.

### Benefit summary

In the event that an Insured Person becomes totally disabled as a result of illness, bodily injury or debility for which medical evidence must be provided, an income benefit equal to 60% of gross salary will become payable after a waiting period of 13 weeks until either recovery, death, or attainment of retirement age.

## **H. Retirement Plan**

### **The "matching contribution" Benefit**

When the teacher contributes 5% of salary to a designated retirement plan, the school will make a contribution as follows:

- 5% of gross salary for teachers who have been in the school's employment for up to 4 years.
- 7% of gross annual salary for teachers who have completed 4 years of teaching service to LCS.
- 10% of the gross annual salary for teachers who have completed 8 years of teaching service to LCS.

### The contribution procedure

1. At the time of hiring, or sometime before the end of October, the teacher identifies a registered retirement plan of his/her choice, If the teacher is not already contributing to one, he/she may choose from among those that the school recommends, or that the teacher researches. The plan must be a bona fide retirement plan, with funds inaccessible to the teacher until at least 3 months after employment at LCS is terminated.

2. The teacher applies for an account with the retirement fund company, assisted by The Human Resource Coordinator. The HRC shares the documentation with the Chief Accountant.
3. Beginning with the teacher's first month of employment, deductions will be made monthly from teacher's salaries, unless the teacher has not designated a retirement plan by the end of October or has indicated that he/she does not wish to contribute, the teacher's salary statement will include details of the deduction.
4. The teacher's contribution and the school's matching contribution will be deposited in the teacher's retirement account quarterly. (October, January, April and July.) A record of this contribution will be included with the salary slip of the respective months.
5. An account statement from the retirement fund company is not the responsibility of the school. It is the teacher's responsibility to follow up with the company in the event that account statements are not forthcoming according to the public schedule of statements. Most companies will provide a semi-annual statement; some are more frequent.
6. Deductions/contributions will not begin until the teacher identifies a fund, and will not be made retroactive.

## **I. Professional Development**

### **Professional Development Allowance**

Each teacher is entitled to an allowance of \$1600/year for the purposes of professional growth. Unused funds may be carried forward up to \$3,000.

### **Parameters for Approval of Professional Development Funding & Leave**

Purposes of the PD allowance:

- To support teachers in the pursuit of continued training.
- To maintain a culture of continuous improvement.
- To ensure that instructional practices at LCS are based on current research, best practice, and available data on student performance.

### **Please note**

The Teacher may incur up to \$1,600 annually in reasonable expenses directly related to professional growth, such as professional association fees to a maximum of \$300, conference attendance or course registration. Approval of these expenditures is subject to the guidelines set out in the Handbook. Unused Professional Development Allowance may be carried forward one year to a maximum amount of \$3,000. Approved leave for professional development purposes is subject to the guidelines set forth in the Handbook. Teachers are encouraged to take advantage of professional development opportunities during the summer

break.

Given the negligible value to the school of funding an individual teacher's Professional Development activities in his/her final semester at LCS, the PD allowance will not be available to leaving teachers after December.

### **Application Process (for funding and/or leave)**

1. Gather all the information on the workshop/course/institute/conference.
2. Fill out an *application form*, completing all sections including expense details. (A copy is in your Teacher's Binder, in section D, on Professional Growth & Evaluation)
3. Submit the form and supporting documents (conference registration details, dates, etc. from website or flyer) to your principal, for approval. Note that decision authority has been delegated to the principals.
4. Your principal may (a) approve the leave and funding, as requested, (b) modify the leave or the funding as requested, or (c) not approve the leave and/or funding.

### **Guiding principles for approval decisions**

1. Training needs may arise from either personal growth goals or from school-identified goals.
2. Professional development activities should not disrupt learning. Generally, training should occur in the summer or during weekends/ school breaks.
3. Priority should go to those training experiences that will result in the greatest benefit to students and the broadest application at school, through subsequent training of colleagues.
4. Teachers may be directed to take specific training by the principal.

### **General Parameters**

- The professional development allowance may be used for fulfilling training needs related to a teacher's primary role in the school (current or anticipated grade or subject area) or to fulfilling school goals.
- A limited portion (no more than \$300) may be used for membership fees in professional associations directly related to the teacher's role at LCS, with Principal's prior approval.
- A teacher's unused professional development allowance may be carried over to the next year, to a maximum of \$3000.

### **Specific Spending Parameters for Workshops/Courses**

If the principal has approved the PD activity in principle, then funding will normally be approved for the following:

- Conference Registration Fee.
- Air Ticket at the lowest 'economy' fair and the most reasonable route.
- Hotel Accommodation (at the 'basic rate'). Upgrades will be at the teacher's expense. If more than one person of the same gender is attending the conference/workshop, accommodation would normally be shared unless there is no difference between double room rate vs. two single rooms.
- A *Per Diem* payment of up to \$40 a day, which includes meals not provided by conference, airport-hotel-airport transportation, and incidental expenses. This is paid in advance. Receipts will not normally be required. The number of days of *per diem* will normally be determined by the *full days* of the conference, plus one day to allow for early arrival or late departure. If the conference provides meals, this will be scaled back.

### **Parameters for IB-related training**

#### a) New LCS teacher with no IB training---

- Will attend summer workshop before arriving at LCS. LCS allocates the \$1600 from that teacher's Pro Dev Funds for first year (and tops it up if expenses exceed allowance).
- If IB training is not available during the summer, the teacher goes during the first year using \$1600 which may be topped off to meet total expenses.
- If IB training is unavailable during the first year, the teacher's allowance should go towards an IB workshop during the first summer break.
- To the extent possible, travel expenses/routes will be linked to summer leave routes and payments.

#### b) Experienced, IB-trained teacher ---

- Teachers would normally be funded for IB re-training if 3-5 years have elapsed since the last IB course was completed. Expenses would be covered by their \$1600 allowance.
- In instances where an IB syllabus has been changed, teachers may apply for re-training (with the same funding arrangement) prior to the normal 3-year minimum wait.
- To the extent possible, travel expenses/routes will be linked to summer leave routes and payments.

## **J. Tuition Discount**

The Teachers' child/ren may attend the School at a discounted tuition rate of 10% of the annual School tuition, assuming they meet admission requirements. The registration fees for

Dependents will be waived completely. Spaces cannot be guaranteed; therefore it is the Teachers responsibility to complete the application process in a timely manner.

## **K. Re-signing Bonus**

In the event that the Board decides to renew the Teacher's employment contract at the end of a contract term, the Teacher shall receive \$6,000 re-signing bonus for a two-year contract and \$2000 for on year. Both the thirteenth-month bonus and re-signing bonus will be subject to Ghanaian income tax (though these are taxed at a much lower tax rate). These bonuses will not apply to renewals after year 5 (for 2 year renewal bonuses).

## **L-P Leave - Procedures and Parameters for Approval**

### **L. Sick Leave**

The Teacher shall receive 10 days of paid sick leave annually. Sick days are cumulative up to 40 days. A physician must certify sick leave days beyond (3) consecutive days. The Human Resources Coordinator must be informed early enough to enable him make provision for a substitute if required.

If you are sick and unable to come to school, you are expected to call the HRC as early as possible, but no later than 6:30 a.m. The numbers to call to report an absence are:

- 021 774018 ext 105
- 021 772964 ext 105
- 021 780988 ext 105

The HRC will then contact a substitute for you. If you cannot contact the HRC, then phone your principal.

Teachers must not make their own arrangements for class coverage with colleagues or teaching assistants, even for part-day absences. In all cases of teacher absences, teaching assistants will be used as a substitute only when necessary, and **only after** the HRC has been informed. If this process is not followed, any substituting done by the teaching assistant may not be acknowledged or remunerated.

Please note that a teacher absence summary (which will include reasons for the absence, timeliness in reporting it, and availability of a substitute) will be kept on each personnel file, and will form a part of the teacher evaluation process.

No later than September 15 all teachers must submit to the Principal a substitute folder. It should include the following:

- Attendance procedure
- Class list of student names
- Instructional Schedule
- Emergency Evacuation Procedure
- Copy of classroom rules and procedures
- Emergency lesson plans

Lesson plans must to be delivered to the school by hand, e-mail, fax or directly to the substitute. The HRC and the Principal should be informed of this delivery. If the teacher is aware that he/she will be absent in advance the teacher should meet with the substitute in advance to discuss the lesson plans.

Note: Timely notice of an absence enables the School to locate the most suitable coverage for unimpeded progress in our students' academic work.

### **M. Personal Leave**

All Faculty members are allowed up to three (3) personal leave days annually. Personal leave is intended to allow teachers to take care of personal business. Requests for one day of personal leave will be decided by your principal--and will normally be approved, no questions asked, unless the absence is problematic for some reason.

Requests for two or more days back-to-back, or a day before/after a holiday or long weekend will not normally be granted. Such requests will be decided collectively by Principals and the Head of School at one of their regular meetings. These would normally not be approved unless there is a compelling reason for taking more than one day off, or unless it is to attend a recruitment fair or other interviews. One other factor that may be taken into consideration in granting such an exceptional request will be previous attendance record.

Ordinarily, personal days will not be approved on the last month of school; absence to attend a summer course may be an exception.

The teacher is required to fill out a Leave Request form for the approval by his/her immediate supervisor (principal). Submit the approved form to the Human Resources Coordinator for the final authorization of the superintendent. The teacher will need to confirm with the HR of the approval of his/her Leave request.

### **N. Compassionate Leave**

The Teacher may receive up to 5 days of paid Compassionate Leave. Compassionate Leave shall be utilized to participate in significant events affecting the immediate family.

The teacher must complete a leave request approved by immediate supervisor for final authorization by the Head of School through the Human Resources Coordinator.

### **O. Recruitment Leave**

The teacher may receive up to 3 days of paid Recruitment Leave to enable him/her to attend interviews or recruitment fairs. The teacher must complete a Leave request for the approval of his/her immediate supervisor (principal). The Leave request must then be submitted to the Human Resources Coordinator for the final approval of the superintendent. The HRC will inform the Teacher of the outcome.

### **P. Maternity Leave**

A female Teacher can be granted up to 12 weeks of maternity leave with pay. Maternity leave cannot be taken in conjunction with the regular sick leave unless a physician certifies the need for an exception. In all cases of an exception, a written request must be made to and approved by the Superintendent.

### **III. BETWEEN HIRING & ARRIVAL**

#### **Applying for Enrollment of Children**

Teachers with children may contact the school's registrar to begin the enrollment procedure prior to arriving in Accra. The school's registrar for the 06/07 school year is Yvonne Tetteh. Her contact details are as follows:

- Telephone – 00233 21 774 018 Ext 218
- Email – [sodanso@lincoln.edu.gh](mailto:sodanso@lincoln.edu.gh)

#### **Communication**

Prior to your arrival the HRC ([santeandah@lincoln.edu.gh](mailto:santeandah@lincoln.edu.gh), [yaabarning@hotmailmail.com](mailto:yaabarning@hotmailmail.com)) is your primary contact for all practical questions about your contract or your move to Ghana. Questions about your teaching assignment, curriculum documents, unit plans, resources or other teaching-related matters should be directed to your Principal.

#### **Medical Information - (adapted from *No Worries\**)**

Ghana is in the malaria endemic region of West Africa. It is important that you take malaria prophylactics regularly. Your doctor and/or a tropical disease clinic will give you good information about this. Be sure to use mosquito repellent if you are out after dusk. Malaria symptoms include high fever, headache, body aches, nausea, vomiting and diarrhea. Prophylaxes available in Ghana include the following:

Chloroquine	Course of 10 tabs
Quinine	300 mg. Tabs Ampoule
Artesonate	Course of 12 Tabs
Fansidar	Course of 3 Tabs
Doxycycline	1 capsule
Cumdamycin	1 capsule
Plasmotrim	Adult: Course of 12/200mg tabs Child: Course of 12/50mg tabs Child: 6 Suppositories/50 mg

*Please be aware that Malarone and Larium are not available in Ghana.*

Many good doctors are available in Accra. There will be a copy of the guidebook mentioned above in your apartment. It contains a list of doctors, medical services and facilities available in Accra. However, most teachers have used The Nyaho Medical Center and Akai Clinic which are close to the school.

Regarding inoculations for Ghana please check with your community health care facility or from the website of the Center for Disease Control - [www.cdc.gov](http://www.cdc.gov). As some vaccinations must be administered over a period, it would be wise to begin the vaccination process as early as possible.

For example.

Check with your physician concerning the following vaccinations:

- Yellow fever – must have this document to enter Ghana
- Hepatitis A
- Hepatitis B
- Hepatitis C
- Tetanus
- Typhoid

\* Published by the North American Women's Association.

Prescription eye glasses and contact lenses can be obtained in Accra. However, it is advisable for you to bring along an extra pair as needed. Also, be sure that you have a copy of your eye prescription on hand should replacement become necessary. On your arrival, please direct any health related questions to the school nurse.

It is advised that teachers bring along with them any regular medication they might be on.

### **Work and Residence Permit**

Acquiring a work and residence permit in Ghana can be a long and complicated process. It is important that you contact the Human Resource Coordinator and provide him with all needed information to enable him acquire a work permit on your behalf.

Newly contracted teachers should latest by March, furnish the HR with:

Information copy of passport,  
CV and

Copies of certificates to begin the vetting processes which usually takes about 4months. You are required to inform the Human Resources Coordinator and complete the necessary documentation 30 days in advance before the expiry of your residence permit so he/she can commence the process of the renewal of your residency and work permit. The Human Resources Coordinator will liaise with the Ministry of Interior and the Immigration department to process work and residence permit.

Steps to follow for the renewal of permit:

- Collect application form for the renewal of permit from the HR office.
- Complete application forms with two passport photos attached and submit same to the HR with your passport.
- **New teachers** should bring along with them a Police Clearance Report and copies of certificates or diplomas from their home country or place of permanent residence.

### **Other Considerations**

In considering whether to ship household items or buy them upon arrival, you may want to limit your shipment to personal items that will make your new apartment/house feel like home; teaching resources; and/or specific items that may be hard to find in Accra, or be more expensive. The following is a list of things that some teachers have brought with them to Accra, rather than purchase them here. To make your own decisions, we suggest you consult with your "buddy" or the HRC.

- An ice chest for the beach, picnic etc.

- Inflatable beach toys, snorkeling gear, children's beach toys, etc.
- Beach and bath linen. Beds in Ghana are slightly larger than "standard" bed size – your best bet is to bring flat king size sheets and mattress covers
- Set of basic house hold tools.
- Shower curtains and bath mats. Shower curtains can be obtained locally, but are expensive.
- Camera and flash attachments. Specialized batteries might not be readily available.
- Kitchen utensils such as vegetable peelers, can openers, wine bottle openers, cutlery, measuring cups, etc
- Favorite games, hobby materials, puzzles, darts, etc
- Presents (Birthday, Christmas, etc.) especially for children (even if you don't have small children) as it is difficult to get suitable things in through the mail. This includes party favors, greeting cards, etc.
- Notions (elastic, good quality spread for personal and tailors use, special batons, shoe laces, zippers, etc)
- Favorite teaching material, such as posters, files, bulletin board ideas, cassette (video, audio and DVD) etc.
- Computers may be brought in. Duty is not charged on single quantities of personal effects. Where a teacher brings more than one of the same item (eg. 2 Computers) a custom duty approximately \$80 is charged on the second one.
- Pictures, calendar, posters (walls are concrete – bring appropriate hocks for hanging items on masonry and tile, lots of them!)
- Assorted Tupperware pieces (prices are high for these and they are very helpful in keeping unwanted pets out of food.
- Blankets – light weight
- Holiday items such as Christmas tree decorations, etc
- Pet care items (scoopable kitty litter is not often available)
- Special cosmetic needs
- In addition, lots of family snapshots , favorite knick – knacks, paintings/poster or item to make your house into a home
- Sun glasses
- Sun screen
- Extra prescription glasses/ lenses and related supplies (also available here at reasonable prices)
- Books
- Pillows
- CD's
- Flashlight

On the following page, see list of items provided in the temporary transition kit.

## **IV. ARRIVAL IN ACCRA**

### **Airport**

An expeditor representing Lincoln Community School will meet you on arrival at the Kotoka International Airport. He will meet you after you clear Immigration (in the baggage area) and before you go through Customs. The Head of School and other LCS staff members will meet you outside of the arrival hall at the airport and a school bus will take you to your new home. Most new overseas-hire teachers will be arriving on flights on the same day, so on any one flight there may be several new teachers/families. Keep your eye out for each other.

### **Orientation Program**

The three main purposes of the teacher orientation program are:

1. To help you settle into your new home/culture as quickly as possible.
2. To build a common understanding of the school's mission and expectations.
3. To get to know each other as new colleagues to build a team.

The first two days of teacher orientation will involve learning how to get around, where to shop, getting around, bank account set-up, embassy registration, and generally helping you orient to your new life and cultural environment. You will also have two days of academic orientation before other teachers arrive. Ample time is also given for relaxation, visiting each other and exploring on your own. Full details of the orientation program will be sent to new teachers before arrival.

### **Temporary Transition Kit**

Upon arrival, and prior to departure, a single teacher will be provided with a 'temporary kit' that includes:

- A tablecloth
- Bath towels
- Sheets and pillowcases
- Kettle
- One cutting board
- One saucepan
- One frying pan
- One cooking pot
- Two mixing bowls
- One baking dish
- One measuring cup
- A setting for six in everyday dishes, two serving bowls, six glasses, four mugs.
- Two large cooking spoons, two serving spoons, 2 kitchen knives, grater, plastic jug, 2 plastic storage jars, a potato peeler, can opener, bottle opener and a corkscrew.

Couples or families may receive more items.

These items are for use during the first two months. They must be returned to the school after your shipment has arrived or you have purchased these locally. Teachers wishing to purchase the temporary transition kit may contact the Human Resource Coordinator to do so. Please note, however, that the quality is very basic.

Upon departure you may also request a transition kit for the period after your shipment has gone, if you are shipping household items.

### **Welcome Groceries**

When you arrive some basic and essential food items purchased by the school will be in your apartment for your convenience. These will get you through the first day or two. A school-organized shopping trip will take place in the days following your arrival.

### **Welcome Pack**

You will receive a map of the city and a local guidebook.

### **Cash Advance**

Upon arrival each teacher will be given an advance on August salary, in the amount of \$500 in local currency and \$900 for couples.

### **Buddies**

Each teacher is paired with a buddy/mentor. This person's role is to make you feel welcome, answer your questions before arrival in Ghana, and ease your first few months at LCS.

### **Embassy Registration**

On arrival in Accra, teachers should register with their Embassy or Consulate. The HRC can assist with this process in the first few weeks.

## **Transportation**

### **Taxis vs. Buying a car**

This will be a personal decision based on the degree of mobility you will want in Accra/Ghana, and financial considerations.

### **Taxi**

Roaming taxis are readily available for short distance and long distance travels. Cost of traveling alone in a taxi for a 2km journey will cost about \$1 depending on the traffic on that road. One session in the New-Teacher Orientation will be dedicated to providing information about how to use taxis.

### **Car**

Used cars are available at a variety of prices. Four wheel drive vehicles (SUV) are also readily available, but for higher prices. Both diesel and petrol/gas options are available. Prices are higher than in the US and Europe, but vehicles retain much of their re-sale value. One session in the New-Teacher Orientation will be dedicated to providing information about how to purchase a vehicle. Leaving teachers who are selling their cars will also be asked to send that information to the HRC, who will channel it to new teachers in April-June in case incoming teachers want to make a deal before they arrive. The school will only be acting as a facilitator, and has no responsibility for the quality of any vehicle purchased in that way. Upon arrival, the HRC will also be able to show you some local-purchase options.

### **Driver's License**

Teachers driving must have a valid Ghanaian driving license. Bring an international driver's license or current driver's license to help obtain a local license. The HRC will guide you in this process

## **Accidents**

In the event of a motor accident, the driver must follow prescribed procedures in order for his/her insurance coverage to be applicable. The accident must be reported immediately to the police. In addition, the following items must be in every car or you may be fined if stopped by the police.

- Fire extinguisher
- Reflective triangle
- First Aid kit

## **V. THE ADMINISTRATIVE TEAM**

### **Whom to see for what**

Once you arrive in Ghana, the table below guides you on “Whom to see for what”

<b>Topic</b>	<b>Person to see</b>	<b>Where</b>
Fax Machine located in the admin building	Nuna Arday or Mabel at the reception	Superintendent’s office
Photocopying	Alexandrina Reinhold	Photocopy Room
Contracts, Salary, Benefits, Insurance, Flights, Shipping, Housing, Visas, Work and Residency permits	Sante Barning Andah	HRC Office
Admissions	Seth Odei Danso - Registrar	Counseling Center
Facilities Booking / Maintenance	Wisdom Attipoe/ Andrew Mensah	Facilities Office
Mail	Andrew Mensah	Facilities Office
Health Matters	Nurses	Clinic
Technology questions or problems	Moses Gaveh – Systems administrator	Tech Office
	Samuel Peasah - Webmaster	Tech Office
	David Eshun - Technician	Tech Office
Technology Suggestions	Terry Donohue – Jeffery Diamond	CAS Office
Financial Matters - Receipts, Cheque-cashing and Payments	Emelia Oware – Finance Officer	Business office
Supplies/Purchasing	Tony Quainoo	Procurement Office
Activity Sponsorship	Terry Donohue	CAS Office
Curriculum/ Resources	Your principal	Principal’s Offices
Classroom maintenance/ Keys	Wisdom Attipoe – Facilities Coordinator	Facilities Office
Various Forms		Mail Room







