



Retention Policy

Latest Review: January 2024

Review cycle: 3 years

Next Review: January 2027



Wellspring Learning Community

Retention Policy

Contributors to the 2024 review:

Head of School – Kathleen Battah

Director of HR and Recruitment – Melanie Dib

HR Coordinator – Claude Rizkallah

HR and Recruitment Specialist – Nour Barakat

Senior Executive Assistant – Sereen Ajami

Related Policies:

Continuous Professional Development Policy

Faculty Performance Review Policy

Wellbeing Policy

Grievance Policy

Staff Handbook

Approvals - names and signatures:

Chairperson of the Board

Head of School

Wellspring Learning Community

Retention Policy

Wellspring Learning Community's Mission Statement

Wellspring Learning Community aims to establish an inquiry-based learning environment in which students from diverse backgrounds are given every opportunity to optimize their social, emotional and academic capacities and talents. Our students will become confident, resourceful, creative, caring, responsible global and local citizens prepared to use their education to contribute in meaningful ways towards improving society, both locally and internationally.

Rationale

Wellspring Learning Community (Wellspring) recognizes that its most valuable asset is the human resource of qualified teachers and staff members. Employee retention is a crucial part of Wellspring's strategic plan. The goal of Wellspring is to keep employees safe, motivated and growing in their capacities and skill set. Specific employees' needs may change over time and retention strategies may change accordingly; the school aims to stay flexible and adapt strategies based on country surroundings, government regulations and employee's needs.

Retention strategies

- **Competitive Compensation**
- **Professional Development and Career Path**
- **Wellbeing:**
 - **Cultural Sensitivity**
 - **Communication**
 - **Work-Life Balance**
 - **University Attendance**
 - **Support of Foreign Staff**
 - **Security Measures/Crisis Plans**
 - **School Nurses and Counselors**
 - **Celebrations**
 - **Community Building**

Competitive Compensation

Competitive compensation refers to the salary and benefits package offered by Wellspring that is in line with or exceeds what other organizations are providing for similar roles.

- Salary scale according to credentials, years of experience, education
- Annual adjustments, yearly review of performance, increases depending on government decrees

- Fresh US Dollar 2nd Class health/hospitalization insurance plan available with co-payments made by school and employee
- Family dependents may be eligible to enrol in the school's 2nd Class health/hospitalization insurance (same plan) with full pay from employee
- Daily transportation allowance
- Private parking allowance with percentage paid by school and employee when parking in a private parking lot near school
- School tuition (only) discount for teachers' children who are eligible, according to government benefits
- Employee discounts when enrolling children for summer camps sponsored by Wellspring
- Extended vacation days
- Bus fee discount for faculty and staff's children who are students at Wellspring
- Discount supervision for teacher/staff children during required training days during summer or holidays

Professional Development and Career Path

Professional development at Wellspring is the practice of improving and expanding staff members' skills, knowledge, and abilities in order to enhance their job performance, help them remain current in their field and advance in their career. Career paths and professional development for employees often involve faculty performance reviews, setting goals and seeking opportunities for growth and development.

- Beginning of year orientation program which includes:
 - an introduction to the school vision, mission, values and principles
 - an introduction to the specific IB programme
 - training on the use of school adopted platforms
- IB training for all newly hired teachers-certificates awarded upon successful completion
- additional IB training for teachers, subject leaders, coordinators, leaders, depending on need, subject requirement, available online workshops or accreditation request.
- additional online trainings, workshops from CIS, NEASC, Jolly Phonics, Readers and Writers.
- "in house" school training sessions from outside specialists, principals, programme coordinators, subject leaders, peers.
- individual training at any time for specific areas of technology, smartboard, laptop, desktop usage
- administrative positions receive specific training depending on need
- administrative positions participate in most "all school" training functions and August trainings.
- Arabic, French and Spanish language classes depending on timetable and classroom availability

- Wellspring employees are given priority to apply for other positions or advanced job openings within the organization if their qualifications, skill set and aptitudes match the required position.
- Wellspring offers two partial scholarships (per year) to teachers who have been accepted into the American University of Beirut (AUB) and are pursuing advanced degrees in education and educational leadership.
- Goal setting forms are shared by the professional development leaders with the teachers to discuss aspirations and career goals.

Wellbeing

The wellbeing of staff can be achieved through various strategies and initiatives aimed at supporting their physical, mental, and emotional health, as well as fostering a positive work environment. Here are some ways through which Wellspring promotes staff wellbeing:

- **Cultural Sensitivity:** Lebanon is an extremely diverse country that includes diverse religions, practices, cultures and beliefs. Wellspring expects all members to respect each other and all differences. Our environment is a safe place for everyone to feel comfortable.
- **Communication:** Wellspring maintains open lines of communication with all employees through:
 - an open-door approach where all employees may share or voice their opinions.
 - surveys and questionnaires
 - grievance policy
 - Wellspring Teachers and Administration Committee (WTAC)
 - exit questionnaires and interviews to gather constructive feedback from departing employees
- **Work-Life Balance:** all employees are entitled to 5 sick days per year and 4 personal days per year. The school follows all government regulations concerning maternity leave, medical leave, bereavement and marriage leave. Generous vacation days besides the basic holidays issued from the Ministry of Labor
- **University Attendance:** Wellspring encourages the earning of advance university degrees while being employed. Employees are encouraged to petition the administration for the redesigning of their work load or teaching timetable to balance university attendance with their job description requirements. A receipt of university enrolment must be presented to HR for consideration.
- **Support of Foreign Staff:** Wellspring fully supports foreign teachers with government papers and necessary travel documents during their employment. Workshops are given regarding language and cultural awareness.
- **Security Measures/Crisis Plans:** The feeling of security is important for local and foreign teachers and staff. All teachers and staff members are expected to wear their school ID

at all times during the work day except when leaving campus. Emergency procedures for earthquake, intruders and fire drills are practices on a regular basis.

- **School Nurses and Counselors:** all teachers and staff members are welcome to visit the nurse or counselor for school related matters. Wellspring campuses are “smoke free” environments.
- **Celebrations:** teachers and staff members are free to celebrate special occasions. The entire school community celebrates the beginning of the winter break and again in March for Staff Appreciation Day.