



**Welcome**  
to  
**Dhahran Ahliyya Schools (DAS)**  
in the  
**Kingdom of Saudi Arabia**

*Explanatory Memorandum*  
*For*  
*All Qualified Teachers Joining DAS*

(Revised January 11, 2011)

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## Introduction

Dear candidate for work at DAS,

We believe that it is important to the candidate for any job to know the rights and the benefits being offered to him before signing a contract. Therefore, DAS is pleased to put before you this Explanatory Memorandum which will hopefully help you in taking the right decision about whether or not to sign a contract with us. Though we welcome any questions with regard to any of the items in this memo, we would like to emphasize that signing the contract by you and by DAS means that both parties fully accept to abide by what is mentioned here. All compensation packages for teachers at DAS are built from this basic plan. More details about the rules and internal regulations that guide the implementation of different kinds of contracts and the relationship between DAS and the employee are available in other documents that can be obtained from the Business Offices.

The final reference for all issues regarding DAS policies and contracts is the Saudi Arabian Labor Law which was recently updated and improved. Current copies of this law can be found on the internet at [http://www.mol.gov.sa/mol\\_site/labor\\_law.pdf](http://www.mol.gov.sa/mol_site/labor_law.pdf). Contracts of all new employees are designed according to the laws governing Limited-term contracts. When the employee moves to a higher Developmental Level, the laws and regulations regarding Unlimited contracts are applied.

Many of the policies referred to here are explained more fully in the DAS Plan for Continuous Progress in Learning (PCPL). That plan outlines the link between professional development, teacher performance assessment and evaluation and the compensation plan. While the PCPL is not yet in a final form, the current version is now found on the school's internal intranet and external website in English and Arabic. Any changes will also be placed on the internal and external websites along with notice of the updates to teachers in the school. The current version provides the guidelines on which professional development, teacher performance evaluation and compensation will be managed in the coming years.

You have our best regards and wishes whatever your decision may be.

## **DAS Administration**

## 1. WHO IS INCLUDED IN THIS POLICY?

This policy applies to all persons who are hired to be teachers at Dhahran Ahliyya Schools whether they are “Local Hire” or hired from outside Saudi Arabia.

## 2. WHAT IS EXPECTED OF DAS TEACHERS?

2-1 The teacher is expected to take responsibility for the learning, development, and well-being of DAS students, whether inside the classroom or outside it, regardless of their background, nationality, tribal heritage, religion, race, social position, strengths or weaknesses.

2-2 The teacher is expected to interact with students in a positive way, accepting and encouraging them as whole, unique persons with strengths and weaknesses. Above all, the teacher is expected to take responsibility for his words and actions on the understanding that what he says to students and the way he interacts with them inside and outside the classroom may communicate more and be far more influential than anything he does in the process of teaching lessons.

2-3 The teacher is expected to focus on his students’ learning of the DAS academic standards and Targeted Characteristics. For this purpose, he is expected to come to class fully prepared to help all students learn, to gather evidence of their level of achievement, analyze and interpret the evidence and make use of it to plan to improve the learning of each child.

The DAS Targeted Characteristics describe our aims for the most important attitudes and personal skills that we target for our students and ourselves. They were developed jointly by faculty and staff, parents, students, and DAS alumni. They can be found on the School’s internet website. The current versions of the DAS academic standards are based generally on standards in the American state of Delaware and the AERO standards for international schools.

2-4 The teacher is expected to apply full personal effort to improving his/her ability to model the DAS Targeted Characteristics.

2-5 The teacher is expected to use every opportunity to learn and improve his/her knowledge and skills as a teacher, according to the guidelines for Professional Development described in the DAS Plan for Continuous Progress in Learning (PCPL).

The skills and strategies which the teacher is expected to develop and on which he will be evaluated are described in detail in the rubric entitled “Standards for Teaching at DAS.” This document is provided to all employees through the DAS intranet. After the teacher is evaluated as achieving a certain standard, he is

expected to maintain it and to integrate the skills and strategies he has learned consistently and effectively in his daily work with students.

- 2-6 The teacher is expected to collaborate with members of his team and to follow the guidelines agreed upon. He is also expected to participate fully in activities, projects and plans agreed upon by the team for improving the learning of the students and the work of the group and the school as a whole.
- 2-7 The teacher is expected to fulfill the roles assigned in relation to monitoring hallways and playgrounds and to participate in the application of agreed upon discipline policies and procedures both inside and outside the classroom, in the school and during school events and trips.
- 2-8 The teacher is expected to dedicate all his time in school and many hours outside the normal school schedule to fulfilling the responsibilities of his position. In addition to normal school hours, he is expected to use time at home to complete preparations for school work. Further, he will be asked to be in school after regular hours and on Thursdays from time to time for such activities as grading examinations, conferencing with parents, training students for special occasions, participating in school events, participating in school trips and outings, attending lectures, training, or meetings of various sorts, supervising entrance examinations of new students, or other.
- 2-9 The teacher is expected to interact positively and respectfully with other employees from both the academic and administrative staffs, to coordinate work in order to be sure that the total services are offered in a way that is both effective, efficient, and received positively by the recipients of the service.
- 2-10 The teacher is expected to refrain from seeking or accepting any personal benefits, gifts or additional pay from his students or their families.
- 2-11 The teacher is expected to abide fully by the rules and regulations of the school and of the government of Saudi Arabia.
- 2-12 The teacher is expected to fulfill the requirements of the job title identified in the employment contract and to abide fully by the terms specified there as well as in school policies and any amendments to them. DAS has the right to modify the job title and/or duties from time to time according to its needs, after informing the teacher in writing about the changes.

### 3. HOW IS THE COMPENSATION PACKAGE FIGURED?

#### 3-1 The Basic Salary and the Scale of Basic Academic Salaries:

A copy of the format of the Scale of Basic Academic Salaries (without numbers) is attached to this Explanatory Memorandum in Appendix C. The information below will help the candidate understand and make use of it. Items that are underlined in 3-1-1 are all explained fully in the items that follow and in the glossary of terms at the end of the Memorandum.

3-1-1 The Basic Salary means the employee's basic monthly salary according to the Scale of Basic Academic Salaries. It is determined by academic qualifications, years of related experience before joining DAS which have been approved, years of service in DAS and DAS Developmental Status. It does not include the Local Transportation Allowance or any bonuses which the employee has earned or any other of the benefits that apply according to the type of contract.

3-1-2 The Basic Salary of all new teachers at DAS is determined at the time of signing the contract by placing the teacher on the Scale of Basic Academic Salaries according to his most recent academic qualifications and the number of approved full years of experience that have followed his most recent degree. The employee must provide the original of the degrees and diplomas to be counted, duly notarized.

#### 3-2 Academic Qualifications:

Academic qualifications determine the beginning step on the Scale of Basic Salaries.

Academic qualifications refer to educational degrees such B.A. or B.S. in a particular subject or in education or a diploma in teaching or some aspect of education or M.A. or M.S. in a relevant subject area or in some aspect of education.

The step on which the employee enters the Scale of Basic Salary is determined first by his most recent educational degree, as demonstrated by the original, notarized diplomas he provides at the time of signing of the contract.

3-2-1 All degrees and diplomas must come from accredited, recognized institutions of learning and must be originals from the source. They must be accompanied by transcripts which show the courses taken for the degree and the number of credits earned for each course. Further, they must be verified and legalized by the appropriate offices in Saudi Arabia or by the Saudi Embassy in the country of the institution. Without this step, the Embassy is likely to deny the visa for someone coming from outside Saudi Arabia.

#### 3-3 Service Increases for Years of Experience

- 3-3-1 A normal Service Increase is two Steps on the Scale of Basic Academic Salaries.
- 3-3-2 Experience Outside DAS
- 3-3-2-1 For a new teacher, the number of years of related experience after the most recent educational degree or diploma determine the number of double Steps up on the Scale of Basic Academic Salaries beyond the teacher's beginning point on the Scale.
- 3-3-2-2 Year of experience means one full academic year, i.e., a minimum of 9 – 10 months. In Saudi Arabia, this is usually from August or September through June.
- 3-3-2-3 A maximum of seven full years of experience outside the school is credited at the time of signing of the contract, upon presentation of original, notarized certificates of experience following the latest educational qualification.
- 3-3-3 Experience Inside DAS
- 3-3-3-1 For experience inside the school, the teacher who has completed Level A of the DAS Professional Development Plan will be awarded Services Increases in the form of two Steps each year except in certain instances connected with the Performance Evaluation which are described briefly in 3-3-3-1-3, below and in detail in the DAS Plan for Continuous Progress in Learning (PCPL).
- 3-3-3-1-1 When the teacher completes Level A, he will move to Professional Development Level B-1 and at the same time will move up two Steps on the scale as a Service Increase. The move to a higher Professional Development Level (Developmental Level) always means an additional 5% of Level A for whatever Step the teacher has reached on the Dhahran Ahliyya Schools Scale of Basic Salaries (5%, 10%, 15%, 20% etc.)
- 3-3-3-1-2 When the teacher completes the first year of Level B-1, there will be an additional General Evaluation of his performance – called Confirmation of Consistency -- as described in detail in the PCPL, with particular attention to the evidence of student learning and consistency at least at the Developing Level of the Standards of Good Teaching at DAS. If he passes both parts of this evaluation (Professional Performance and Performance in Work), he will move up two more Steps in addition to his normal two Steps for his Service Increase for that year, to make a total of four Steps. (Please see Appendix B to this Explanatory Memorandum in order to see a number of sample cases that will assist understanding of this process).
- 3-3-3-1-3 In subsequent years, the process of General Evaluation will be carried out on a continuing basis, as described in the PCPL. If there is a problem in relation to Professional Performance, the Evaluation Committee can choose to deny one Step of the Service Increase for the following year. If there is a problem in relation to Performance in Work, the Evaluation Committee can choose to deny one Step of the Service Increase for the following year. If there is a problem in both kinds of

performance, one of the options available to the Evaluation Committee is to deny both Steps of the Service Increase. In other words, the Evaluation Committee can choose to approve both Steps for the Service Increase, approve only one Step, or freeze the salary for one year as a possible consequence for inadequate performance.

3- 4 DAS Developmental Status:

3-4-1 DAS Developmental Status indicates the level of the teacher in relation to the Professional Development Plan explained in the PCPL. All new teachers begin on Professional Development Level A (Developmental Level A) and then move to higher levels (B-1, B-2, B-3, B-4, C-1, C-2) in subsequent years as they demonstrate their growing competence in the classroom and related work. The requirements of each Developmental level and the procedures for moving to higher levels are explained in detail in the PCPL.

3-4-2 Developmental Status is shown on the Scale of Basic Academic Salaries by the columns on the right hand side that are labeled from A to C-2.

3-4-3 As teachers work with students, their growing abilities are evaluated through the School's systematic plan for performance evaluation. In order to move up, teachers must consistently demonstrate the behaviors, knowledge and skills that are described in Standards for Good Teaching at DAS. The School offers courses and specifies certain activities that teachers must undertake in order to improve their skills and integrate them into their normal work with students. Requirements for each phase and level are explained in detail in the section on Phased Evaluation in the PCPL.

3-4-4 As teachers complete the requirements of a Developmental Level, they move horizontally to a higher status on the salary scale. Each column to the right represents an additional 5% of Level A of the teacher's current Step on the Basic Salary Scale.

3-4-5 In the year immediately after the teacher completes the requirements of a level, he will move in both directions at once on the salary scale, receiving a Service Increase represented by moving up an additional two Steps as well as the additional 5% associated with moving to the right to the new Developmental Status.

3-4-6 While the new teacher is still on Level A, he will not receive any Service Increases. However, when he finishes Level A, he will receive a Service Increase of two Steps in addition to moving to the right to obtain the 5% increase associated with moving to Developmental Level B-1.

3-4-7 There are limits to the number of Service Increases which a teacher may earn on each of the first five Developmental levels, as follows:

Level	Minimum Years	Maximum Years/Service Increases
A	2 years.	Most teachers will finish Level A in 2 years. In most cases, the contract of a teacher who has not finished in two years will not be renewed. In some rare cases it may be possible to stretch it to a maximum of three years when the teacher is very close to finishing the level as described in detail in the PCPL. In either case, the teacher will receive a Service Increase of two Steps when he moves from Level A to Level B-1.
B-1	2 years. The teacher must pass Confirmation of Consistency for Level A skills within the first of B-1.	3 Service Increases of two steps each  If the teacher does not pass the Confirmation of Consistency by the end of the first year of B-1, his contract will be automatically terminated.
B-2	2 years	4 Service Increases of two Steps each
B-3	2 years	4 Service Increases of two Steps each
B-4	2 years	4 Service Increases of two Steps each

3-4-8 The teacher may continue receiving Service Increases on any of the last two levels (C-1, C-2) until he reaches the end of the scale. After that, increases may only be obtained by moving to a higher developmental level or by earning bonuses offered by the School for specific knowledge or activities.

3-4-9 The DAS Developmental Increase is paid throughout the school year, including during all vacations. It is also included in the termination benefits.

3-5 Technology Bonus:

3-5-1 The Technology Bonus can be earned by anyone in the school on the basis of tests which must be taken formally inside the School. It is paid each month starting in the semester after completion of the official test. It is composed of two parts: (1) typing and (2) IC3. Conditions and procedures are explained in detail in DAS policy.

3-5-2 A summary of the requirements and amounts of this bonus are shown below.

Group Test	Typing (1) Speed/Accuracy*	Monthly Bonus	Typing (2) Speed/Accuracy*	Monthly Bonus	Typing(3) Speed/Accuracy*	Monthly Bonus	IC3	Monthly Bonus
Administrative Staff	35 wpm with accuracy not less than 90%	SR40	50 wpm with accuracy not less than 90%	SR80	65 wpm with accuracy not less than 90%	SR100	Passed the three tests of IC3 successfully	SR100
Academic Staff	30 wpm with accuracy not less than 90%	SR40	45 wpm with accuracy not less than 90%	SR80	60 wpm with accuracy not less than 90%	SR100	Passed the three tests of IC3 successfully	SR100
Number of years may receive the bonus without retesting	(2) years		(5) years		(5) years		(5) years	

\* All typing tests require "touch typing", i.e., that the typist types without looking at his/her hands and uses all fingers. "Hunt and Peck" is not acceptable.

3-6 Other Bonuses

Other bonuses are associated with different types of contracts. Employees should refer to the description of their own contract type to understand the bonuses available.

3-7 Local Transportation Allowance:

The Local Transportation Allowance is SR.600 for all employees who receive the allowance. Its purpose is to help with the costs of local transportation. It is paid throughout the year including periods of vacation and is included in the termination benefits.

3-8 The Total Monthly Salary:

The Total Monthly Salary refers to the Basic Salary + Local Transportation + any monthly bonuses that have been earned by the particular employee. It is paid during the school year and during vacation times.

3-9 Other Benefits:

Benefits include such additions as paid vacations, medical insurance, discounts for children of employees, as explained below. Those included here are available for all academic and administrative employees. Other benefits that are offered only for certain kinds of contracts, such as those for teachers recruited from outside the Kingdom, are explained in other documents.

-3-9-1 Paid Vacations:

All employees receive pay for all the vacations that are scheduled by the school for each group.

3-9-1-1 Annual Summer Vacation: The employee has the right to a paid annual vacation based on his Total Monthly Salary plus any bonuses or benefits the employee has earned for which the policy states that they are to be paid during the summer vacation. Teachers and all academic employees who have completed the academic year get a minimum of 4.5 days in the summer for each month worked, pro-rated for each fraction of a month. If any employee resigns at any time before the end of the school year, DAS shall calculate annual vacation days strictly according to the Saudi Labor Law.

Teachers receive the amount of the 4.5 days per month for each month worked before leaving for their vacations and they receive the pay for the remainder of the time that has been scheduled for their vacation when they return to work at the beginning of the following school year.

3-9-1-2 Vacations During the School Year: All school vacations during the school year are set by and can only be changed by the Council of Ministers of the Saudi government. Full salaries are paid during these vacations except in case of an employee who has just begun work within less than one month before the beginning of the vacation.

3-9-2 Medical Insurance:

DAS offers medical insurance for all employees whose medical expenses are not already covered through plans for other members of their families with other employers.

In compliance with Saudi Labor Law, DAS also provides insurance for the families of all male employees whose wives are permitted to reside in Saudi Arabia, including his wife, and up to three children under 18 years of age (Hijiri). The employee is responsible to pay insurance for any dependents on his sponsorship that are not covered by the school. The school can arrange for these to be covered by the same insurance company if he wishes but he will be responsible to pay the cost for them.

3-9-3 Enrollment of the Employee's Children in DAS:

Employees may apply to enroll their children at DAS with the understanding that they are subject to all the same requirements and regulations as any other child. If there is space in the class to which they are applying and if the child passes the entrance tests, a child of an employee is given preference over other children for acceptance. For academic and administrative employees, DAS offers a discount of 50% off the tuition for a maximum of three children.

3-10 End of Service Indemnities/Termination Benefits:

These indemnities are calculated according to the terms of the Saudi Labor Law and are payable when the employee resigns or his contract is terminated. Copies of the Saudi Labor Law are available in DAS library or on the internet.

To summarize, in cases when a limited-term contract ends or when an employee is fired, he receives one-half month's salary for each full calendar year worked for the first five years and then one full month's salary for each full year for years 6 through 10. After 10 full calendar years of work he receives one full month's salary for each full calendar year of work after the tenth regardless of whether he resigns or is fired.

If the teacher resigns before the end of a Limited Term Contract, he does not receive any termination benefits. If he resigns from an Unlimited Term Contract where he has served for less than ten years, he shall receive somewhat less than the amount described above, according to the specifications of the Saudi Labor Law.

The Saudi Labor Law specifies certain other circumstances in which these amounts could change. DAS decisions will be made on the basis of these laws.

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#### WHAT IS THE DAS POLICY REGARDING EMPLOYEES WHO TAKE ADDITIONAL JOBS?

The employee absolutely may not work for others while he is still working at DAS. Working outside the school, including working as a tutor for DAS students or others, is considered grounds for termination of contract. In case the employee violates this rule, DAS shall apply against him the terms of the Saudi Labor Law and DAS Internal Regulations.

The employee identified as working for others during his contract period is put "On Notice" that he is on probationary status as soon as it is proven that he works for others. DAS has the right to take against this particular employee whatever it finds appropriate of the following measures:

1. Termination of the employee's contract within or at the end of the current contract
2. Depriving the employee of the "Letter of Release"
3. Depriving the employee of the "Letter of No Objection"
4. Depriving the employee of the statement that shows his participation in the training courses and of the recommendations related to the duration of his work
5. Stating clearly in the certificate of experience given to him the reason for terminating the contract
6. Notifying the concerned official authorities of the employee's violations
7. Any other measures that are compatible with the Saudi Labor Law

DAS hopes that its employees abide by its rules and regulations for their own sake and for the sake of work for which they are employed.

5

#### WHAT IS THE MEANING OF THE TERMS AND DEFINITIONS USED IN THIS MEMORANDUM AND IN THE CONTRACT?

5-1

"Academic qualifications" refer to educational degrees such as B.A. or B.S. in a particular subject or in education or a Diploma in teaching or some aspect of education or M.A. or M.S. in a subject area or in some aspect of education. Such degrees must come from accredited, recognized institutions of learning. The step on which the teacher enters the Scale of Basic Salary is determined first by his most recent educational degree, as demonstrated by the original, notarized diplomas he provides at the time of signing of the contract.

- 5-2 "Basic Salary" means the employee's monthly salary according to the Scale of Basic Academic Salaries. It includes credit for academic qualifications, years of related experience before joining DAS which have been approved, years of service in DAS, and DAS Developmental Status. It does not include the Local Transportation Allowance or any bonuses which the employee has earned or any other benefits that apply.
- 5-3 "DAS" means Dhahran Ahliyya Schools.
- 5-4 "Duration of the Contract": DAS contracts are based on the Gregorian calendar. As stated in the contracts, they apply starting from the first day the employee starts to work at DAS and until the last day of his work.
- 5-5 "Developmental Increase": This increase is given for completion of levels in the Professional Development Program and equals 5% of the amount quoted for level A on the scale.
- 5-6 "Employment Date": This date shall be considered the first day on which the employee begins work at DAS.
- 5-7 "Full Status" means that the employee has completed the requirements of Level A, the first professional development level described in the PCPL, is offered an unlimited contract and begins to receive Service Increases.
- 5-8 "Laws and Regulations": The relationship between the employee and DAS is governed by the Saudi Labor Law and published DAS internal regulations.
- 5-9 "Legal Probation Period" is defined as the first ninety days of the employee's first academic year in the school, not including the period of training and preparation preceding the academic year.
- 5-10 "Letters of Release": DAS will consider giving a letter of release to enable a former employee to work for another institution in Saudi Arabia only if the employee has worked in good standing for a minimum of two years and if his continued presence in Saudi Arabia does not constitute any kind of inconvenience for DAS.
- 5-11 "Limited-term Contract" is the legal name for the type of contracts used at DAS for employees who are new or still on Developmental Level A. By law, its requirements are somewhat different from the "Unlimited-term Contract" in terms of termination benefits and vacation pay. This kind of contract ends automatically at the time specified in the contract and termination benefits are paid immediately for the completed period. If they wish, the employer and employee can then agree to make another Limited-term Contract or can move to an Unlimited Contract, according to school policy.

- 5-12 “Local Transportation Allowance” means the SR.600 that is paid to help the employee with the costs of transportation to and from work.
- 5-13 “Minimum Required Products” (MRPs) are the products (e.g., research papers, essays, presentations, projects, etc.) that all students at a particular grade level are required to produce regardless of their level or the level of their teachers in that year. This is explained more fully in the PCPL.
- 5-14 "Plan for Continuous Progress in Learning (PCPL)" is the document which explains the policies and procedures that link professional development, performance evaluation and compensation at DAS. The most recent version of this Plan is found on the DAS websites, internal and external.
- 5-15 "Professional Probation Period" is defined as the period, usually two years, in which the employee works at Level A to complete the requirements of the first professional development level, as described in the PCPL.
- 5-16 “Service Increase” means the increase that is added to the Basic salary in connection with the requirements of the General Evaluation, usually on an annual basis except in case of a problem, as explained briefly above and in detail in the “Plan for Continuous Progress in Learning” (PCPL). The Service Increase normally is made up of two Steps, each representing half of the normal increase for one year of service but can be only one Step or no Step if there are problems in performance.
- 5-17 “Technology Bonus” means the bonus that is paid monthly starting in the semester after successful completion in the schools of IC3 and/or typing speed tests.
- 5-18 “Unlimited-term Contract” is the legal name for the type of contracts used at DAS for employees whose original contract has been renewed. In this case, termination benefits are reserved as per Saudi Arabian Labor Law to be paid according to the salary at the end of the employee’s years of work at DAS. This kind of contract is renewed each year if both parties agree. Exceptions to this renewal will be subject to certain procedures that are specified in Saudi Labor Law and clarified in DAS policy and the PCPL.
- 5-19 “Verification of Official Records’: DAS Basic Salary is set on the basis of the university certificates and transcripts as well as the letters of experience that the teacher has had verified and notarized by the Saudi Embassy in the teacher’s country and presented to the school at the time of employment.
- 5-20 “Visas”: Any contract will become null and void with no financial obligations for either side if the Saudi Embassy refuses to give a work visa to the candidate.
- 5-21 “Work Place” means Dhahran Ahliyya Schools in the Doha area near Al-Khobar in the Eastern Province of Saudi Arabia.

ATTACHED:

APPENDIX A- Summary of Compensation Advancement for Teachers in the DAS Plan for  
Continuous Progress in Learning

APPENDIX B - Examples of Possible Paths of Advancement on the Scale of Basic  
Academic Salaries

APPENDIX C - Format of the Scale of Basic Academic Salaries

APPENDIX A

SUMMARY OF COMPENSATION ADVANCEMENT FOR TEACHERS  
IN THE DAS PCPL  
June 6, 2008

Teacher Category	Performance Required	Salary	Time Expectations	Conditions
Level A	In order to complete this Level, teachers must: 1. Fulfill the requirements of Level A 2. Fulfill all MRP's 3. Demonstrate appropriate responses to the Six Questions 4. Work consistently at least at the level of "Developing" on all the DAS Standards of Performance for Teachers	No Service Increases can be awarded during this period. However, when the teacher moves to B-1, the first Service Increase is awarded at the same time.	This level will usually require 2 years. It can occasionally be stretched to 3 if the teacher is very close to finishing.	Contracts of teachers who are on Level A are all Limited Period Contracts. The contracts of teachers who fail to advance to B-1 within the time permitted (usually 2 years) are automatically terminated.
Level B-1	a. In the first year of this Level, the teacher must complete the requirements of Confirmation of Consistency in application of Level A skills, in fulfilling all MRPs and ensuring student learning. b. In order to complete this level, teachers must complete the requirements of B-1 courses Fulfill all the MRP's Demonstrate appropriate responses to the Six Questions Work consistently at the level of "Developing" Show clear progress toward "Proficient" in at least three categories, including Classroom Environment and Language	Basic Salary includes an addition of 5% step a. If the teacher succeeds in the Confirmation of Consistency, receives an additional Service Increase along with the normal service increase*. b. When finishes B-1 moves to B-2 at the same time and gains another Service Increase. c. There is a maximum of three possible Service Increases at this Level other than the one for Confirmation of Consistency.	This level will usually require 2-3 year, including the time for Confirmation of Consistency.	The contracts of teachers who fail the Confirmation of Consistency on by the end of the second year of B-1 will be terminated.
Level B-2	In order to complete this level, teachers must: 1. Fulfill the requirements of B-2 courses 2. Fulfill all the MRP's	Basic Salary includes addition of another 5% to make a total of 10%. There is a maximum of four years	This level will usually require 3-4 years.	--

	<ol style="list-style-type: none"> <li>3. Demonstrate appropriate responses to the Six Questions</li> <li>4. Work consistently at the level of “Proficient” in at least three Teaching Standards, including Classroom Environment and Language</li> <li>5. Show clear progress toward fulfilling at least two others at the level of “Proficient.”</li> </ol>	<p>of Service Increases at this Level. After that, there can be no more Service Increases without completion of Level B-2.</p>		
Level B-3	<p>In order to complete this level teachers must:</p> <ol style="list-style-type: none"> <li>1. Fulfill the requirements of B-3 courses</li> <li>2. Fulfill all the MRP’s</li> <li>3. Demonstrate appropriate responses to the Six Questions</li> <li>4. Work consistently at the level of “Proficient” on all Standards of Good Teaching at DAS</li> </ol>	<p>Basic salary includes addition of another 5% to make a total of 15%. There is a maximum of four years of Service Increases at this Level. After that, there can be no more Service Increases without completion of Level B-3.</p>	<p>This level will usually require 3-4 years.</p>	--
Level B-4	<p>In order to complete this level teachers must:</p> <ol style="list-style-type: none"> <li>1. Fulfill the requirements of B-4 courses</li> <li>2. Fulfill all the MRP’s</li> <li>3. Demonstrate appropriate responses to the Six Questions</li> <li>4. Work consistently at the level of “Proficient” in all Standards of Good Teaching at DAS and show clear progress toward fulfilling at least three at the level of “Distinguished.”</li> </ol>	<p>Basic salary includes addition of another 5% to make a total of 20%. There is a maximum of four years of Service Increases at this Level. After that, there can be no more Service Increases without completion of Level B-4.</p>	<p>This level will usually require 3-4 years.</p>	
Level C-1	<p>In order to complete this level teachers must:</p> <ol style="list-style-type: none"> <li>1. Fulfill the requirements of C-1 courses</li> <li>2. Fulfill all the MRP’s</li> <li>3. Demonstrate appropriate responses to the Six Questions</li> <li>4. Work consistently at the level of “Distinguished” on at least four Standards</li> </ol>	<p>Basic salary includes addition of another 5% for a total of 25%. The teacher can continue to receive Service Increases until reaches the ceiling for this Level.</p>	<p>This level will usually require 3-4 years.</p>	<p>There is no maximum on number of years in this category.</p>

	<p>of Good Teaching at DAS</p> <p>5. Actively participate in presenting training workshops as assigned by DAS inside and outside the school</p> <p>6. Actively participate in or help lead action research projects for the benefit of students and the school</p>			
Level C-2	<p>1. In order to remain at this level the teacher must:</p> <p>1. Fulfill all the MRPs</p> <p>2. Work consistently at the level needed in C-1 and C-2</p> <p>3. Demonstrate appropriate responses to the Six Questions</p> <p>4. Demonstrate continuous movement toward fulfilling the requirements of “Distinguished” on all the Standards of Good Teaching at DAS.</p> <p>5. Actively participate or lead in presenting training workshops as assigned by DAS inside and outside the school</p> <p>6. Lead both independent and collaborative projects or research projects for school improvement</p>	<p>Basic salary includes addition of another 5% for a total of 30%. The teacher can continue to receive Service Increases until reaches the ceiling for this Level.</p>	--	<p>There is no maximum on number of years in this category until the teacher reaches the ceiling of the scale.</p>

\*Normal Service Increase involves 2 parts, one for professional performance and one for performance in work. Either one of these or both can be blocked on the basis of the recommendation of the Evaluation Committee. If the Evaluation committee decides that the teacher should not receive the entire Service Increase, it may not approve that teacher’s move to a higher Developmental Level

APPENDIX B  
 EXAMPLES OF POSSIBLE PATHS OF ADVANCEMENT  
 ON THE SCALE OF BASIC ACADEMIC SALARIES

Year in DAS	1. Normal Case	2. Case of a teacher who is learning but needs a little extra time	3. Case of a teacher who is taking a long time to progress	4. Case of a teacher who was already highly qualified before coming to DAS and continues working very hard to progress	5. Case of normal development but a lot of absence and lateness	6. Case of normal development at first but then inconsistency in using what learned earlier
Year 1	Step 17 at A	Step 17 at A.	Step 17 at A.	Step 17 at A. Completes A.	Step 17 at A.	Step 17 at A.
Year 2	Step 17 at A. Completes A.	Step 17 at A.	Step 17 at A.	Step 19 at B-1. Passes Confirmation of Consistency.	Step 17 at A. Completes A.	Step 17 at A. Completes A.
Year 3	Step 19 at B-1. Passes Confirmation of Consistency.	Step 17 at A. Completes A.	Step 17 at A. Completes A.	Step 23 at B-1. Completes B-1.	Step 19 at B-1. Passes Confirmation of Consistency.	Step 19 at B-1. Passes Confirmation of Consistency. Takes cooperative learning course.
Year 4	Step 23 at B-1.	Step 19 at B-1. Passes Confirmation of Consistency.	Step 19 at B-1. Does not pass Confirmation of Consistency.	Step 25 at B-2.	Step 23 at B-1. A lot of absence.	Step 23 at B-1. Inconsistent in classroom management.
Year 5	Step 25 at B-1. Completes B-1.	Step 23 at B-1. Completes B-1.	Step 21 at B-1. Passes Confirmation of Consistency.	Step 27 at B-2. Completed B-2.	Step 24 at B-1. Improves attendance Completed B-1.	Step 24 at B-1. Improves classroom management and completes B-1.
Year 6	Step 27 at B-2.	Step 25 at B-2.	Step 25 at B-1. Does not complete B-1.	Step 27 at B-3.	Step 26 at B-2. Consistently late for school and often forgets Duty.	Step 26 at B-2. Inconsistent in using cooperative learning
Year 7	Step 29 at B-2.	Step 27 at B-2.	Step 25 at B-1. Completes B-1.	Step 29 at B-3. Completes B-3.	Step 27 at B-2. Improves punctuality in the morning but has a lot of absence. Makes good progress in B-2	Step 27 at B-2. Uses more cooperative learning but doesn't plan her lessons daily and as a result, students are falling in some subjects. However, makes good progress in B-2 and students' results in the affected subjects are rising
Year 8	Step 31 at B-2.	Step 29 at B-2.	Step 27 at B-2.	Step 31 at B-4.	Step 28 at B-2.	Step 28 at B-2



APPENDIX C Dhahran Ahliyya Schools Scale of Salaries

Qualifications						Steps		Service		Teachers													
										A	B-1	B-2	B-3	B-4	C-1	C-2							
										Basic	5%	10%	15%	20%	25%	30%							
High School						0	1	50															
						1	3	50															
High School plus One Year Diploma						0	2	50															
						1	3	63															
High School plus Two Year Diploma						0	2	63															
						1	3	62															
High School plus Three Year Diploma						0	2	62															
						1	3	62															
B.A.						0	2	75															
						1	3	75															
B.Ed or B.A- +Teaching Diploma						0	2	75															
						1	3	75															
1 Year M.A / M.Ed.						0	3	88															
						1	4	87															
2 Year M.A / M.Ed.						0	3	88															
						1	4	87															
						2	5	100															
						3	6	100															
						4	7	100															
						5	8	100															
6	9	100																					
7	10	100																					
8	11	100																					
9	12	100																					

