



MINISTRY OF EDUCATION, SPORTS & CULTURE



STAFFING MANUAL

MINISTRY OF EDUCATION, SPORTS AND CULTURE

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GLOSSARY

Cessation of employment:	When a teacher ends his/her service at MESC.
Composite class:	Two levels in one class
Efficiency:	Best use of resources.
Enrolment:	Students registered in a school.
Equity:	Fair and just provision of resources and services.
Estimated Enrolment Returns (EER):	Expected number of students a school will have in the following year.
Multi-grade class:	Three levels in one class.
Posting Committee	Committee that deliberates on requests for transfer and new applications for assigning teachers based on school needs and teacher qualification.
Quality:	Standards of achievements.
Retention Rate:	Percentage of students who continue in the School the following year.
Relevancy:	Meaningful and applicable.
School Staffing Entitlement:	The number of teachers a school should have.
Size Adjustment Factor (SAF):	Additional teachers for schools below 200 enrolments.
Staffing Database:	Record of information on teachers stored in computer.
Teacher Requested Transfer (TRT):	A teacher asking to be posted to another school.
Voluntary Transfers:	A teacher in a school with an oversupply of teachers offering to be posted to another school
Posting	Placement of teachers in schools where there is an under-supply of teachers

1. INTRODUCTION

The MESCS has recently implemented new policy initiatives designed to improve the equity and efficiency of school staffing and enhance the quality of educational delivery in government schools to:

- ✚ Ensure that all schools receive a fair share of available qualified teachers;
- ✚ provide a basis for allocating teachers that is easily understood by principals and school communities,
- ✚ standard for monitoring and ascertaining quality of school performance with ratio of qualified teachers to the number of students;
- ✚ allow the future staffing needs of schools to be accurately determined and implemented.

The School Staffing Manual

- ✚ provides advice to MESCS staff and principals on the school staffing process.
- ✚ brings together key aspects of School Governance and Management Policies, School Management and Organizational Manual to assist principals in the management of schools and facilitating delivery of defined outcomes.



2. SCHOOL STAFFING POLICIES

2.1 School Enrolment

Primary Schools:

- ✚ The maximum student enrolment of a Primary School should not exceed **750 students**.
- ✚ The maximum student enrolment capacity (SEC) of a Primary School is to be determined by the following formulae:

$$\text{Student Enrolment Capacity} = \text{Number of Classrooms} \times 40$$

A Primary School with an enrolment that exceeds their SEC must limit the enrolment to Year 1 in the subsequent years for students from its nominated contributing villages until its SEC has been complied with.

A Primary School with an enrolment that is less than its SEC may enrol students at all year levels until it reaches its SEC. Priority must be given to students from its nominated contributing villages prior to enabling students from other villages.

Secondary Schools/Colleges

The maximum student enrolment of a College should not exceed **750 students**. Schools found to have exceeded 750 will be issued a letter of non-compliance as a performance issue for the Principal.

A College with an enrolment in excess of 750 students must limit student enrolments to Year 9 students from its district until its enrolment is less than 750.

A College with an enrolment that is less than 750 may enrol students at all levels in accordance with its facilities provision



and the MESC class size requirements.

Priority for enrolment is given to students from its district prior to enrolling students from other districts.

2.2 School Staffing Formula & Staffing Entitlement

Primary Schools:

- ✚ The Staffing Entitlement of each primary school is calculated on a base formula of one teacher to every 30 students (1:30). The staffing entitlement is calculated on a rounded up basis.



Secondary School/College:

- ✚ The staffing entitlement of each College is calculated based on a base formula of one teacher to every 30 students (1:30).
- ✚ **Minimum** number of students per subject class is 25 student per teacher (25:1) for Years 9, 10 & 11 and the **maximum** is 30 students per teacher (30:1)
- ✚ **Minimum** number of students per subject before it can be offered is:
 - 10 students per teacher (10:1) for Year 12;
 - 5 students per teacher (5:1) for Year 13;
- ✚ The staffing entitlement is calculated on a rounded-up basis.

3. SCHOOL ORGANISATION

3.1 Hours of Attendance

The required school attendance hours are:

<u>Primary Schools</u>	Years 1 to 3	8 am to 1.00 pm* 9 am to 2:00 pm
	Years 4 to 8	8 am to 2.00 pm* 9 am to 3:00 pm
<u>Colleges</u>	Year 9 to 13	9:00 am to 3:00 pm
Including one 30 minutes interval.		

* Schools wanting to start at these times will need to formally write to the Ministry for approval

3.2 Class Sizes

Primary Schools

All class sizes must be within the targets set out below considering the classrooms available.

- ✚ for single level classes, the target is ***30 students per class*** (minimum 25 students and maximum 40 students)
- ✚ for composite level classes, the ***target is 25 students per class*** (maximum 35 students)
- ✚ for multi-grade level classes, the ***target is 20 students per class*** (maximum 30 students)
- ✚ Multi-grade level classes should not, ***if possible***, contain students from more than three class levels.

Secondary School/Colleges

All class sizes must be within the targets set out below:

- ✚ the **minimum** number of students enrolled in a subject for Years 9 to 11 is **25 students**
- ✚ the **maximum** number of students per subject for Year 9 to Year 13 **should not exceed 40 students**
- ✚ the **minimum** number of students enrolled in a Year 12 subject is **10 students per subject/class** and the **maximum** is **30 students per subject/class**.
- ✚ the **minimum** number of students enrolled in a Year 13 subject class is **5 students per subject/class** and the **maximum** is **30 students per subject/class**.

3.3 Curriculum Provision

The Principal is to:

- ✚ determine the hours of instruction for each subject based on the National Curriculum Policy Framework.
- ✚ approve the school timetable, which allocates the weekly hours of instruction for each subject.

Primary Schools

Years 1 – 3

The minimum hours of instruction (teaching) for primary students in Year 1 – 3 are 2 hours a week.

The following sample timetables are provided as a guide.

Year One	Number of hours/week	Year One	Number of hours/week
Samoan (including poems, speech training & printing)	7.5	Visual and Performing Arts (including art and music)	1.0
Oral English	1.0	Health and Physical Education	3.0
Mathematics	5.0	<i>Science</i>	2.5
Social Science (incorporating story & drama)	3.0	<i>Other (assemblies/recess)</i>	2.5*
Total Instruction Hours			25 hours

Year Two	Number of hours/week	Year Two	Number of hours/week
Samoan (including poems, speech training & printing)	7.5	Visual and Performing Arts (including art and music)	3
Oral English	1.5	Science	2.5
Mathematics	5.0	Health and Physical Education	3.0
Social Science (incorporating story & drama)	3.0	<i>Other (assemblies/recess)</i>	2.5*
Total Instruction Hours			25 hours

Year Three	Number of hours/week	Year Three	Number of hours/week
Samoan (including writing, reading, listening & speaking)	6.00	Visual and Performing Arts (including art and music)	2.00
English (including writing, reading, listening & speaking)	4.00	Health and Physical Education	2.5
Mathematics	5.00	Science	2.5
Social Science	3.00	<i>Other (assemblies/recess)</i>	2.5*
Total Instruction Hours			25 hours

Years 4 - 8		Years 4 - 8	
Core Subjects		Core Subjects	
Samoan	5 hours	Science	2.5 hours
English	5 hours	Health and Physical Education	2.5 hours
Social Science	3 hours	Visual and Performing Arts	2 hours
Mathematics	5 hours	<i>Other (assemblies/recess)</i>	2.5 hours*
Total Instruction Hours			25 hours

Secondary Schools/Colleges

Years 9 – 11			
Compulsory Subjects		Optional Subjects	
Samoan	4 hours	Food Textile Technology	2 hours
English	4 hours	Design Technology	2 hours
Mathematics	4 hours	Agriculture Science	2 hours
Science	3 hours	Visual Arts/Fine Arts	2 hours
Social Studies	3 hours	Computer Studies	2 hours
Business Studies	3 hours	Music	2 hours
		Physical Education	2 hours

Years 12 & 13					
Compulsory		Optional Subjects			
English	5 hrs	Geography	4 hrs	Design Technology	3 hrs
Mathematics	5 hrs	History	4 hrs	Agriculture Science	3 hrs
Gagana Samoa	5 hrs	Biology	4 hrs	Visual Arts/Fine Arts	3 hrs
		Chemistry	4 hrs	Music	3 hrs
		Physics	4 hrs	Physical Education	3 hrs
		Accounting	4 hrs	Development Studies (Year 13 only)	3 hrs
		Economics	4 hrs	Food Textile Technology	3 hrs
		Computer Studies	4 hrs		

3.4 Teachers Duties

The normal hours of duty for primary and secondary school/ college teachers are **40 hours per week**.

This time includes:

- ✚ Class Teaching or Teaching Load
- ✚ Other duties
- ✚ Preparation and correction

It is important that all teachers be treated fairly in the allocation of these three components.

3.4.1 Teachers Contact hours (Teaching Load)

Primary		
Teacher	Up to 25 hours (or equivalent periods) of class teaching time per week.	<i>(15 hours remaining to complete other tasks)</i>
Vice Principal	At least 20 hours (or equivalent) of class teaching per week.	<i>(20 hours remaining to do other duties)</i>
Principal	At least 15 hours (or equivalent periods) of class teaching.	<i>(25 hours remaining to complete other duties)</i>
College		
Teacher	Minimum 16 hours per week (or equivalent periods) Average 18 hours per week (or equivalent periods) Maximum 20 hours per week (or equivalent periods)	
HOD	at least <u>18 hours</u> (or equivalent periods) per week.	
Vice Principal	at least <u>16 hours</u> (or equivalent periods) per week.	
Principal	at least <u>10 hours</u> (or equivalent periods) per week. (due to administration and management duties)	

3.4.2 Other Duties

Teachers may be given time allocations for undertaking duties other than class teaching. For example Head of Department, Form Teacher, Culture Days, School Sport and Field Trips etc.

Greater proportion of other duties must be given to teachers with the lightest teaching loads.

3.4.3 Preparation and Correction Time

Preparation and correction will make up the difference between class teaching and other duties, and the required 40 hours of duty per week. A teacher on the maximum class teaching time should have at least 15 hours of preparation and correction per week.

Class Teaching	+	Other Duties	+	Preparation & Correction	=	40 Hours per week
<i>For Example:</i> 20 hours	+	5 hours	+	15 hours	=	40 hours

3.5 Casual Relief Teachers (Primary & Secondary)

The position of Casual Relief Teacher (CRT) is a temporary¹ classroom teaching role that will only come into effect if and when the need for a substitute teacher arises and is subject to review at the end of each academic year.

The main responsibility of a CRT teacher is to deliver the curriculum material provided for the class, and to provide a duty of care to students in the absence of the regular teacher.



It is expected that the CRT will fulfil all his/her responsibilities in a manner which is consistent with the mission, vision, values and expectations of the Primary School and/or Secondary School/College and in line with MESC policies.

Applications must be submitted to the School Operations Division for endorsement of the Office of the Chief Executive Officer and approval of the Public Service Commission in **November of every year**.

4. THE STAFFING OPERATION

The Ministry of Education, Sports and Culture has decided upon a staffing formula that provides schools with a fair and equitable entitlement to teachers. They have also established an annual process that will enable:

- school staffing entitlements to be calculated;
- the staffing needs of each school to be determined;
- excess teachers to be identified and re-assigned; and
- the graduates from Faculty of Education (FoE) to be allocated to meet school needs.

4.1 Staffing Formulae and Staffing Entitlement

The calculation of the staffing entitlement for each primary school is on a base formula of 1 teacher to every 30 students. The staffing entitlement calculation is on a rounded up basis.

The exception however are classes from 31 - 45 where teacher shortage is not calculated because the number of students in the class will be less than 25.

Schools with 100 students will have at least 3 teachers and schools with less than 100 students will have at least 2 teachers.

Primary schools with less than 100 students may seek special consideration by way of an extra teacher if they can show that class organization is difficult. Principals of such schools should discuss the matter with their School Inspector.



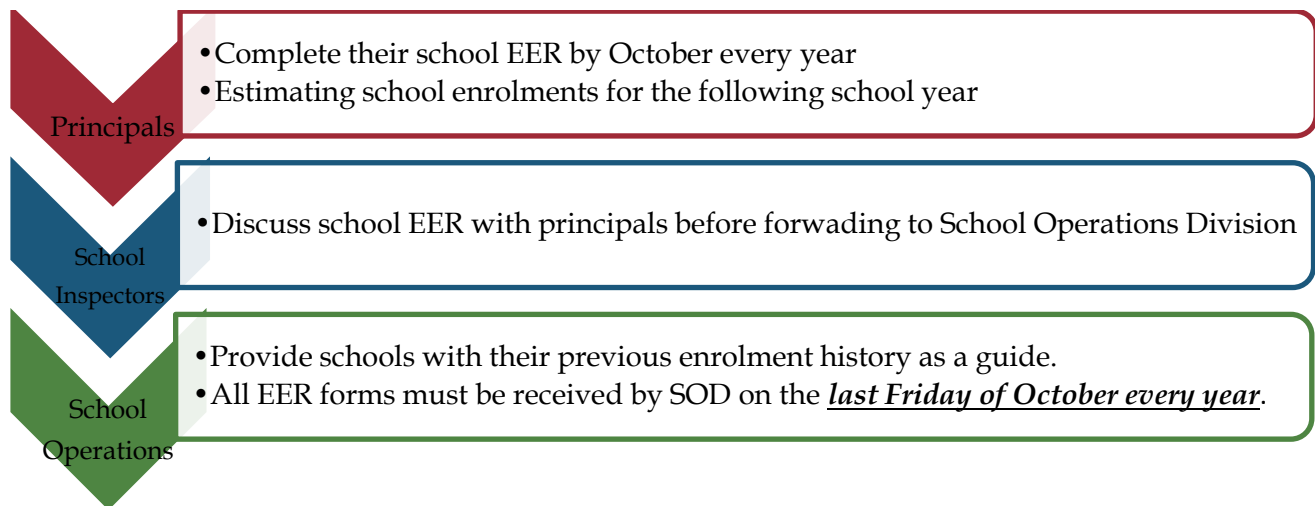
4.1.2 Secondary Schools/Colleges

The calculation of the staffing entitlement for each College is based on a staffing formula of one teacher to every 30 students. The staffing entitlement calculation is on a rounded up basis.

All class sizes must be within the targets set out below:

- ✚ **maximum** number of students per subject for Year 9 to Year 13 **should not exceed 40 students**
- ✚ **minimum** number of students enrolled in a subject for Year 9 to 11 **is 30 students**
- ✚ **minimum** number of students enrolled in a Year 12 subject is **10 students per class** and the **maximum** is **30 students per subject class.**
- ✚ **minimum** number of students enrolled in a Year 13 subject class is **5 students per class** and the **maximum** is **30 students per subject class.**

4.2 Estimated Enrolment Roll (EER)



It is important that school principals make the estimates as accurate as possible as Ministry decisions on staffing entitlement and Posting is dependent on these numbers. Enrolments are confirmed in March during the National School Census collated by Policy Planning and Research Division (PPRD) and the staffing verification visits.

4.3 School Enrolment Update (SEU)

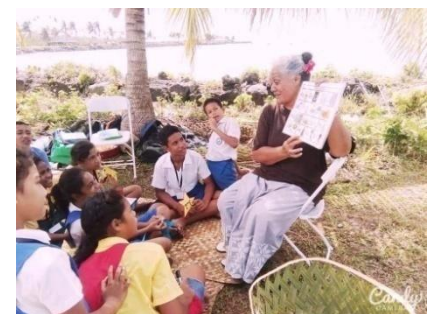
To track the movement of students per month, teachers of each class is expected to complete the SEU form **3rd week of the month** and submit to the School Principal who will compile all class lists and check for accuracy before submission to the School Operations Division by the **last Monday** of every month.

4.3.1 Student Transfer Form (STF)

Why? To track the movement of students between schools.

Principals are:

- ✚ to complete the Transfer form to be given to the students and a copy for the school.



- ✚ expected for the recipient school to use the transfer form for the student enrollment purposes.

Data collected will inform the monitoring of the Compulsory Education provision in the Education Act 2009 by Principals, SSA and MESC.

Refer to the School Management and Organizational Manual 2018 for further information on STF.

4.4 School Staffing Entitlements

- SOD will use EER to calculate each school staffing entitlement for the following year for the endorsement of the Posting Committee.
- SOD will advise each school of its entitlement through a Staffing Return (SR). This will contain school details and the names of all staff on payroll at the school.
- SOD will issue applications for teacher requesting transfers (TRTs) to those schools with an excess of teachers.

4.5 School Staffing Returns (SR)

- ✚ will be provided to all schools by the end of the second week of November.
- ✚ will provide the latest staffing information on each school and act as the primary source of data for determining school staffing needs and system needs.
- ✚ will be a record of each school's entitlement to staff matched against the number of teachers at the school.
- ✚ must be completed and return to SOD by the end of November every year.
- School Inspectors will assist Principals in completing the Staffing Return. The Principal and the School Support Advisor will sign completed SR's, before submitting to School Operations Division.

When a school has fewer teachers than its entitlement, the school has vacancies. The school has excess when the number of teachers is greater than its entitlement.

4.6 Staffing Database and Staff Movements

SOD will check all SR and compile list of excess teachers and the number of vacancies for the consideration of the Posting Committee.

The database will provide the following reports to assist the staffing process:

- ✚ Vacancies by class, school, district and Island.
- ✚ Excess by school, district and Island
- ✚ TRT's by school, district and Island.

The Posting Committee upon recommendations by SOD will post staff in the following order:

1. Movement of TRTs into vacancies.
2. Posting of FoE and returning graduates.
3. Transfer of remaining excesses.
4. New recruits.



SOD with the assistance of School Inspectors will work to remove excesses, either by TRT or reassigning, from the most overstaffed schools first and fill vacancies in the most understaffed schools first.

4.7 Management of Excess Teachers

- Teachers in excess will be reallocated to schools with vacancies.
- Transfer(through the TRT process) will be used to reduce the level of excess.
- Principals must name sufficient teachers to reduce school staff to its entitlement figure.
- Principals will choose the staff member/s whose transfer will have the **least impact** on the school.
- Principals may NOT name teachers in excess who are in positions of responsibility and name teachers who are the subject of serious disciplinary proceedings.
- Teachers named as excess must be advised to complete a TRT and indicate their preferred future location and their names must be included in the Staffing Returns.

In primary schools, the principal must:

- ✚ Advise all teachers of the new staffing arrangements and the number of excesses at the school.
- ✚ Explain the need to transfer excess staff to vacancies.
- ✚ Explain to all teachers the naming of excess teachers and the teacher requested transfer processes.
- ✚ Invite any teacher interested to complete a TRT form.
- ✚ Collect and endorse the TRT forms and forward to the School Support for endorsement and delivery to SOD.



In Colleges, principals will be required to carry out the above steps *however will only invite TRT from subject areas that are in excess.*

The School Inspectors will assist, identify and negotiate voluntary transfers between schools.

4.8 Posting - Appointments and Transfers

The Posting committee at its monthly meetings will move teachers from situations of oversupply (excess) to situations of under supply (vacancies) based on the submitted EER as well consider requests for transfer and post new applicants upon approval from PSC.

Staff movement will be carried out on a voluntary basis in a fair and equitable way. Applications from teachers who were terminated from the service due to forfeiture of office will **not** be considered or processed by the MESC until a stand down period of two (2) years has been observed.

4.8.1 Teacher Requested Transfer (TRT)

The TRT process is well established and has the following features:

- ✚ teachers in schools with more teachers than the required set number are entitled to apply;
- ✚ teachers may specify their preferences for transfer by school or district;
- ✚ applications must be endorsed by the Principal and School Inspector;
- ✚ transfers will not be granted where they create a vacancy and,

- ✚ transfer requests will be granted in order of length of time at the present school (i.e. The first preference will be given to teachers who have been there the longest);
- ✚ all completed TRT forms due by end of OCTOBER for consideration for the new academic year.
- ✚ NO TRT is accepted and or considered between January to October.

4.8.2 Posting:

i. New Recruits (FOE Graduates):

- ✚ Committee will post the New Teacher Graduate (NTG) to any government school where there is a need for teachers;
- ✚ New Teacher Graduates (NTG) can be posted any time during the year.
- ✚ NTG must serve **two years** at the posted school before requesting for transfer to another school.



ii. STAP and/or any NUS upgrade programme sponsored by the Ministry:

- ✚ At the completion of an upgrade programme, all graduates are required to return to the schools where they were chosen from to serve a **minimum of 2 years** (of a 5-year bond) of their bond before they are eligible to apply for a TRT.

School Operations Division after the Posting Committee meeting will advise schools of postings:

- During the last school week in December,
- During the last week of the school holidays in January;
- and then throughout the year as further changes take place

Once schools resume at the beginning of the school year, they will be required to provide to the SOD with notification of any late staff changes. (E.g. recent resignations)

All teachers transferred or appointed to another school will be notified of their new posting in writing.

4.9 Confirmed School Enrolment Numbers

Principals will confirm their enrolment numbers in the school census conducted in **March** each year.

In schools with a revised staffing entitlement, the Principal will either:

- ✚ name further teacher excess to entitlement; or
- ✚ name further vacancies.

4.10 Letter of Confirmation.

SOD will prepare letter of confirmation regarding relevant request from teachers who are currently in the service within **3 working days** and **5 working days** for teachers who are out of the service.

5. POLICIES AND REGULATIONS

- 1) Strategy for the Development of Samoa (SDS)
- 2) Education Act 2009
- 3) Education Amendment Act 2019
- 4) PSC Act 2004
- 5) Working Conditions and Entitlements Manual
- 6) Education Sector Plan
- 7) Corporate Plan

6. MINISTRY DIRECTORY

<u>DIVISION</u>	<u>CONTACT NUMBER</u>
1. OFFICE OF THE CHIEF EXECUTIVE OFFICER (OCEO)	64600 ext 103
2. CURRICULUM AND MATERIALS (CMD)	64600 ext 105
3. TEACHER DEVELOPMENT & ADVISORY (TDAD)	64600 ext 106
4. SCHOOL OPERATIONS (SOD)	64600 ext 107
5. INFORMATION COMMUNICATION TECHNOLOGY (ICTMD)	64600 ext 135
6. CULTURE DIVISION (CD)	64600 ext 109
7. CORPORATE SERVICES (CSD)	64600 ext 108
8. POLICY PLANNING & RESEARCH (PPRD)	64600 ext 104
9. MONITORING EVALUATION & REVIEW (MERD)	64600 ext 115
10. ASSESSMENT & EXAMINATION (AED)	64600 ext 113
11. SPORTS DIVISION (SD)	64600 ext 110
12. NATIONAL ARCHIVES & RECORDS ASSOCIATION (NARA)	64600 ext 127
13. EDUCATION SECTOR	64600 ext 117

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“We are not just TEACHERS, we are the **managers** of the world’s greatest resource: CHILDREN”
– Robert John Meehan