

LEADERSHIP CULTIVATION POLICY

JUNE 2023

SRI LANKAN SCHOOL MUSCAT



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DOCUMENT AUTHORISATION

Document Authorisation	
Document Custodian	Approved by
Vishva Basnayake Head of Policy Committee BOD 2022/23 – SLSCM	Lalindra Fernando Hon. Chairman BOD 2022/23 – SLSCM

ISSUE / REVISION HISTORY

The following is a summary of the most recent revisions of this document.

Issue No.	Revision No	Date	Summary & Description of Modification
1	0	11.06.2015	Initial draft (Available – not certain whether there were any prior versions of this policy).
2	0	20.06.2023	Review the entire document and changes were made to all sections.

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1. OBJECTIVES

The objective of this policy document is to provide guidelines to both teachers and students in selecting / getting selected as Student Leaders of SLSM through their performance in studies, sports, extracurricular activities, and co-curricular activities whilst maintaining the personal discipline as applicable in SLSM policy guidelines.

1.1 AIMS

The aim of this policy document is to;

- 1.1.1 Identify the leadership qualities of students from a very young age and provide opportunities to enhance those qualities.
- 1.1.2 Inculcate attributes of leadership in students.
- 1.1.3 Involve students in day-to-day functional activities of the school.
- 1.1.4 Obtain assistance to the school at functions and special events.

1.2 DEFINITIONS

Term	Description
Academic year	From first day of the first term until last day of the last term
BOD	Board of Directors of SLSM
De-badging	Removal of leadership badge temporary for a maximum of One week
De-induction	Terminate the appointment as a Student Leader permanently.
Disciplinary Committee	Disciplinary Committee consists of Principal, Deputy Principal, Head of Academics, Sectional Heads and HOD Sports
KS	Key Stage
Panel	A team of teachers nominated by Principal to function as a committee for a specific purpose related to Student Leaders' matters of the particular year.



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Term	Description
Principal	Principal of Sri Lankan School Muscat
Public Exams	Exams conducted by EDEXCEL
School	Sri Lankan School Muscat
SLSM	Sri Lankan School Muscat
SLSM website	www.slsm.edu.om
SMT	Senior Management Team of SLSM
Suspend	Temporary stop being functioning as a student/student leader for a specified period.
Suspension from leadership	Stop a student leader from performing as a Senior Prefect/Junior Prefect/Steward/Junior Leader duties and removal of the leadership badge for a defined period.
Teacher In-Charge (TIC)	The teacher nominated by Principal to take charge of the student leaders of the respective category.

2. METHOD USED FOR LEADERSHIP CULTIVATION OF STUDENT LEADERS

- 2.1 Establish cohorts of leaders at different class ranges.
- 2.2 Conduct discussions, lectures, seminars, workshops etc. to introduce the concept of leadership.
- 2.3 Assign appropriate duties to the leaders and provide assistance in executing them.
- 2.4 Monitor the progress and keep records. (TIC to maintain records pertaining to each student leader separately, which will be made available to Principal when required.)
- 2.5 School will maintain a logbook for student leaders' day to day activities, under the purview of TIC.

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3. CATEGORIES OF STUDENT LEADERS

- 3.1 Class Monitor 'CM'
- 3.2 Junior Leader 'JL'
- 3.3 Stewards 'ST'
- 3.4 Junior Prefects 'JP'
- 3.5 Senior Prefects 'SP'

Refer section 6 for categories / class range.

4. ELIGIBILITY AND LIMITATIONS

- 4.1 Students who have completed a minimum of one year at Sri Lankan School Muscat are eligible to apply for the positions Junior Leader, Steward, and Junior Prefect (When students re-join, previous number of years will be accumulated to the existing duration).
- 4.2 Only students who are appointed as Junior Prefects are eligible for promotion as Senior Prefects, subject to meeting required qualifications.
- 4.3 The Principal and SMT may propose a student who has not been a Junior Prefect to be a Senior Prefect with written justification for the approval of the Board of Directors,
if he/she;
 - 4.3.1 Has brought exceptional glory to the school while he/she is in Year 12, (unique invention/creation/ national and beyond representation) AND
 - 4.3.2 Possesses proven leadership qualities AND
 - 4.3.3 Maintained exemplary discipline AND
 - 4.3.4 Fulfilling minimum requirement at 4.1

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- 4.4 Any student if suspended by school for a minimum of 03 days on disciplinary grounds (As per minimum suspension disciplinary action stated under Severity Level 4 of the SLSM Disciplinary Code of Conduct for students).

OR

if received more than 3 warning letters (under Severity Level 2 - 4 of the SLSM Disciplinary Code of Conduct for Students) in the immediately preceding 3 years from the date of closing of applications, will not become eligible to apply for any Student Leadership position.

- 4.5 Any student suspended repeatedly for more than 2 occasions or more than 3 days, (in last three years) will not become eligible to apply for any Student Leadership position.
- 4.6 All the dues for the previous Academic year and School fees should be paid ONE WEEK prior to the interview and endorsement from Admin department should be produced to the Panel.

5. THE PANELS

- 5.1 The principal will appoint the Panels consisting of three teachers for each leadership category, except for the senior prefects. These appointments will exclude the class teachers of the preceding and current classes, Head of Disciplinary Committee (Principal) and the coordinator of the student leadership program (Deputy Principal) in the school.
- 5.2 The panel of the Senior Prefects will consist of the 3 Teachers in Charge (TIC) of the Junior Leaders, Stewards, and Junior Prefects. The Panel Head will be the TIC of Junior Prefects, who will be the TIC for Senior Prefects too.
- 5.3 The process of issuing applications for the next academic year (Also downloadable from SLSM website) will commence two months before the ending of the current Academic year.
- 5.4 The Panel members for the new Academic Year will be appointed prior to commencement of issuing of the applications. Their term will be valid until formal announcement of the names of the selected leaders (After ratification by BOD), except Teacher in Charge (TIC), whose term will continue until the new student leaders have been appointed in the next academic year.



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5.5 Teacher in Charge (TIC)

- 5.5.1 The principal will appoint one of the staff members of the Panel as the Teacher in Charge (TIC) of the relevant Leadership category along with appointment of the Panel, who will act as the Panel Head. The Panel will be responsible for collecting/compiling data and providing clarifications to the students and the Interview Board. All the members of the Panel will support the Panel Head in meeting the specified timeline.
- 5.5.2 A TIC cannot serve two consecutive terms, unless exceptionally recommended by the principal, with consultation of the Deputy Principal and the Head of Academics and approved by BOD.
- 5.5.3 The Teacher in Charge (TIC) of particular leadership category will be responsible for all the activities of the respective student leaders.

5.6 Interview Board

- 5.6.1 A separate Interview Board will be formulated as specified in Clause 7.5 by the principal, for the purpose of interviewing and selecting eligible candidates. The mandate of the Interview Board will end on completion of finalizing of appeals.
- 5.6.2 TIC is responsible for organizing the students' interviews, providing clarifications for the Interview Board and compilation of final mark sheets. All Panel members will be included in the Interview Board.

6. DESCRIPTION

Description of various categories of Leadership and Specific information:

No.	Category	Class range	Areas of Duty	Insignia	Induction	Hierarchy	Number (Equal or less than)
1	Class Monitors	All classes	Class duties – maintaining class record book in good order, keeping the white board clean, managing the soft boards in the class, class cleanliness, A/C and fan switches	Plastic badge/metal badge	Appointed by Class Teacher once a fortnight in rotation	None	2 Boy and 2 Girl per class per month

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No.	Category	Class range	Areas of Duty	Insignia	Induction	Hierarchy	Number (Equal or less than)
2	Junior Leaders	Year 6	Discipline of primary students, General cleanliness of school compound, Assembly duties, Maintaining soft boards in the corridors of KS2, Special duties at school functions	Plastic badge/ metal badge	Grand induction ceremony	None	10% of students in Year 3 to 6
3	Stewards	Year 9	Discipline of KS3 children, General cleanliness of school compound, Assembly duties, Interval duties, Special duties at functions	Metal badge	Grand induction ceremony	None	10% of students in Year 7 to 9
4	Junior Prefects	Year 12	Discipline of whole school. Routine duties assigned on all aspects of school administration. Each JP to be responsible for an identified duty.	Small silver badge	Grand induction ceremony	Two Coordinators (Boy & Girl)	10% of students in Year 10 to 12
5	Senior Prefects	Year 13	Senior prefects would oversee, manage, and lead the Junior Prefects on their routine duties	Large Silver badge Gold badges for hierarchy College Blazer	Grand induction ceremony	Head Boy, Head Girl, Deputy Head Boy & Deputy Head Girl	Equals the number of JP's promoted

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7. APPLICATION AND SELECTION PROCESS

- 7.1 Two months prior to the last day of the academic year, school will promulgate a circular to all parents informing them of the commencement of the process and selection criteria for the next academic year, including changes to existing guidelines if any.
- 7.2 Prescribed Application Forms will be available to the students, downloadable from the school website or to collect from the Deputy Principal, two months prior to the last day of the academic year. Duly completed applications should be handed over to the Teacher in Charge of the relevant leadership category prior to the closing date specified in the application form, with documentary evidence of achievements.
- 7.3 All the applicants' names should be submitted to the Disciplinary committee. The Committee shall check the disciplinary records in students' Personal files/Disciplinary Records Book and submit a report to the TIC. The status of school fees payment will be checked prior to finalizing the selections.
- 7.4 Once the closing date is announced, the date shall not be changed without the approval of the BOD, unless there is a change to the school calendar.

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7.5 Application / Ratification processes are given in the table below:

Category	Initiation of Process	Short Listing	Interview Board	Approve	Ratification
Junior Leaders	Students apply on prescribed application form.	The following applicants will not be called for interviews. 'Disqualified under clause 4.4 and 4.5'	Head of Academics (Chairperson of the Board) Sectional Head of KS2 Head of Sports All Members of Panel,	SMT	Principal
Stewards	Students apply on prescribed form	The following applicants will not be called for interviews. 'Disqualified under clause 4.4 and 4.5'	Deputy Principal (Chairperson of the Board) Sectional Head KS3 Head of Sports All Members of the Panel	SMT / Principal	Board of Directors
Junior Prefects	Students apply on prescribed form	The following applicants will not be called for interviews. 'Disqualified under clause 4.4 and 4.5'	Deputy Principal (Chairperson of the Board), All Sectional Heads All HODs	SMT / Principal	Board of Directors
Senior Prefects	Students apply on prescribed form, TIC - Junior Prefects submits report.	The following applicants will not be promoted to Senior Prefects. i. Disqualified under clause 4.4 and 4.5 ii. Not recommended by TIC(JP).	Deputy Principal (Chairperson of the Board), Head of Academics All Sectional Heads All HODs	SMT / Principal	Board of Directors

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8. SELECTION CRITERIA

The selection criteria and allocation of marks for various leadership categories are listed below;

8.1 Category: Junior Leader

#	Criteria	Requirement / Description	Maximum marks
a.	Discipline and Interpersonal Relationships	Reports from class teachers & 3 subject teachers of the applicant's choice	15
b.	Academic (school taught subjects will be considered)	Average of 3 term test averages are considered (immediate previous academic year)	20
c.	Sports (consider past three years achievements from the date of closing)	Report from Sports Department 05 marks for participation 15 marks for achievements	20
d.	Co-curricular Activities (consider past three years from the date of closing)	Reports from TICs 05 marks for participation 15 marks for achievements	20
e.	Duration in school	1 mark per year in school	5
f.	Expression	Fluency of language, clarity of expression	10
g.	Leadership Qualities, Personality & Services Rendered	Awarded by the Interview Board	10
	Total		100

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8.2 Category: Steward

#	Criteria	Requirement / Description	Maximum marks
a.	Discipline And Interpersonal Relationships	Reports from class teachers & 3 subject teachers of the applicant's choice	15
b.	Academic (school taught subjects will be considered)	Average of immediate previous 3 term test averages are considered	20
c.	Sports (consider past three years achievements from the date of closing)	Report from Sports Dept 05 marks for participation 15 for achievement	20
d.	Co-curricular Activities (consider past three years from the date of closing)	Reports from TICs of activities 05 for participation 15 for achievement	20
e.	Duration in school	1 mark per year in school	5
f.	Expression	Fluency of language, clarity of expression, Imagination, vision, logical thinking, general knowledge	10
g.	Leadership Qualities, Personality & Services Rendered	Awarded by the Interview Board	10
	Total		100

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8.3 Category: Junior Prefect

#	Criteria	Requirement / Description	Maximum marks
a.	Discipline And Interpersonal Relationships	Reports from class teachers & 3 subject teachers of the applicant's choice	15
b.	Academic (school taught subjects will be considered)	IGCSE results, 3 marks for 9, 2.5 marks for 8, 2 marks for 7, 1.5 marks for 6, 1 mark for 5 and 0.5 marks for 4	20
c.	Sports (consider past three years achievements from the date of closing)	Report from Sports Dept 05 marks for participation 15 for achievement	20
d.	Co-curricular Activities (consider past three years from the date of closing)	Reports from TICs of activities 05 for participation 15 for achievement	20
e.	Duration in school	1 mark per year in school	5
f.	Expression	Linguistic personality	10
g.	Leadership Qualities, Personality & Services Rendered	Awarded by the Interview Board	10
	Total		100

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8.4 Category: Senior Prefect

#	Criteria	Requirement / Description	Maximum marks
a.	Discipline And Interpersonal Relationships	Report from TIC-JP on performance and conformity to school rules and Prefects' Oath	NA
b.	Academic (school taught subjects will be considered)	Minimum of 3 "C" grades at AS Level required for promotion	NA
c.	Sports (consider past three years achievements from the date of closing)	-	-
d.	Co-curricular Activities (consider past three years from the date of closing)	-	-
e.	Duration in school	-	-
f.	Expression	-	-
g.	Leadership Qualities, Personality & Services Rendered	-	-
	Total		NA

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9. THE BREAK DOWN AND CALCULATION OF MARKS

9.1 General

9.1.1 Breakdown of marks are indicated below, against each applicable area. The subjective marks are not disclosed but the total mark can be announced.

9.1.2 In Academics, Sports, duration and Co-curricular activities, the highest marks achiever will be allocated with full marks, He / She will be placed in position 1 and others are calculated in proportion to that student.

E.g. Three students get total marks of 129 (A), 120(B) and 121(C).

- Student A gets allocated 20 marks - Placed position 1
- Student B gets $[20 \times (120/129)] = 18.61$ - Placed position 3
- Student C gets $[20 \times (121/129)] = 18.76$ - Placed position 2

9.1.3 The marks allocated to sections 9.2 to 9.5 will be compiled by the respective Panel of Students Leadership Cultivation Programme.

The Interview Board will assign marks for sections 9.6 and 9.7 only.

The marking for 9.2 to 9.5 will not be made available to the Interview Board prior to conducting the interviews.

9.2 Discipline and Interpersonal Relationships

9.2.1 Discipline and Interpersonal Relationships during past 3 years

(Total 15 Marks)

Each subject teacher and class teacher will independently give marks out of 15 for each applicant, based on the criteria listed below.

- Behaviour in and out of the classroom (5)
- Cooperation and goodwill (2)
- Interpersonal relationships with other students (2)
- Respect to teachers (2)
- Loyalty to school (2)
- Respect to the school uniform and general appearance (2)



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9.2.2 However, if marks are deducted for disciplinary issues, total minus marks must be considered.

- Warning letters (up to 3) issued for disciplinary matters (Deduct 10 points per each letter of warning)
- Suspension for less than 3 days (Deduct 15 Marks)

9.3 Academic Performance

Academic Performance during previous 3 Terms / last public exam
(Total 20 Marks)

9.3.1 Calculation of Total Academic marks as per clause 9.1

9.4 Sports Performance

Sports Performance in immediate past 3 Academic years
(Total 20 Marks)

Only the Immediate 3 years participation and achievements will be considered. (last three sports events conducted by school).

9.4.1 The performance in immediate past 3 Academic years will be taken into consideration, as per the marks allocated according to the categories indicated below;

- Participation (05 Marks): Reports from Teachers in Charge of the Activity are considered in awarding marks. These are subjective marks and only overall marks are disclosed.
- Achievements (15 Marks): SLSCM/Interschool/National/International levels.

9.4.2 Being the Captain, Vice-Captain, or Member of a School team are considered as Achievements and marks are allocated comparatively.

9.4.3 Calculation of total marks is as per clause 9.1.

9.5 Co-curricular Activities

Co-curricular Activities in immediate past 3 Academic years
(Total 20 Marks)

Only the Immediate 3 years participation and achievements will be considered.

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Reports from Teachers in Charge for Activities are considered in awarding marks.

9.5.1 The performance in the immediate past 3 Academic years will be taken into consideration, as per the marks allocated in according to the categories indicated below;

a) Participation (05 Marks): These are subjective marks and only overall marks are disclosed.

b) Achievement (15 Marks): SLISM/Interschool/National/International levels

Note: Elected to be an office bearer of an activity is defined as an achievement.

9.5.2 Calculation of total marks is as per clause 9.1.

9.6 Expression

Expression (at the interview)

(Total 10 Marks)

9.6.1 The objective of the interview is to assess the self-image of the applicant. The Interview Board will ask age-appropriate questions in the areas of vision, goals, objectives, aspirations, and attitudes in awarding marks.

9.7 Leadership Qualities, Personality and Services Rendered

Leadership Qualities, Personality and Services Rendered (at the interview)

Total 10 Marks:

9.7.1 The Interview Board will provide the opportunity for the applicants to make a short personal statement, which will include the student's contributions to SLISM.

9.7.2 The Panel will verify the authenticity of facts mentioned, if necessary, before awarding marks.

9.7.3 Proper grooming at the interview, pleasant demeanour and smart body posture are considered in awarding marks.



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10. TRANSPARENCY AND FAIRPLAY

- 10.1 The TIC of the relevant group has the responsibility of getting the observations of relevant teachers on prescribed formats well in advance for the verification and planning for interview stages to be conducted.
- 10.2 The members of the Interview Board would award marks independently on Expression and Leadership Qualities, Personality and Services Rendered categories. Average mark will be used for the calculations.
- 10.3 Prior to releasing marks, TIC must verify through the School Administrative Department whether selected candidates have cleared their school fees up to the last 01 month.
- Defaulters' list must be submitted to Principal immediately, if any. The parents of those who are in arrears for more than 1 month must be informed to settle the arrears prior to sending the final list for respective approval and ratification process.
- 10.4 The marks obtained by each candidate are made available to the candidate/parents before releasing the list of appointees.
- The parents and candidates will be provided with three calendar days to respond in writing to the school of discrepancies if any.
- However, the school reserves the authority for the final decision on the revision of marks.
- 10.5 Candidates/Parents will be allowed to point out errors/omissions in all criteria Viz. Academic, sports, co-curricular activities, and duration in school.
- 10.6 In case of SMT demands re-evaluation of the marks based on any unjustifiable selection/non-selection, such cases will be taken up for review.
- The review will be done by a committee appointed to review (Review committee) consisting of Principal (Head of the committee) and members of the same Interview Board. The committee will reevaluate the mark allocation.



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11. THE HIERARCHY

- 11.1 The hierarchy of the Senior Prefects' Guild consists of the Head Boy, Head Girl, Deputy Head Boy, Deputy Head Girl, Games Captain Boys and Games Captain Girls.
- 11.2 These appointments will be made by a committee consisting of the Principal, Deputy Principal, Head of Academics, SMT and the TIC (Junior/Senior Prefects).
- 11.3 The following reports will be considered (not limited to) for selection of Hierarchy by the Committee designated for the purpose. The Hierarchy selection committee will follow a pre-designed guideline, which shall be made available to BOD along with the list of appointees as per clause 12.
 - 11.3.1 Reports of Disciplinary committee
 - 11.3.2 Reports on School fees payment
 - 11.3.3 Reports on Sports achievement
 - 11.3.4 Reports on Co-curricular activities

12. RATIFICATION

- 12.1 Immediately upon finalization of the selection, recommendation and approval process, the principal will submit the list of appointees (excluding names) to the Board of Directors for ratification.
- 12.2 Clear notation must be made on School fee defaulters and recommendation for depriving the badge and nomination of next student in the list.
- 12.3 The Board of Directors will review the list for compliance purposes. If any non-compliance is observed, the Board will refer the list back to Principal for clarification. If required, a meeting with SMT and the TIC Junior/Senior Prefects will be convened to clarify the selections.
- 12.4 The ratified list by the Board will be displayed on the school noticeboard, as per the order of rank obtained by the appointed applicants.

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13. INDUCTION

- 13.1 Induction of all categories will be completed within one month from the start of the academic year.
- 13.2 The induction of Junior Leaders, Stewards, Junior Prefects, and the Senior Prefects will be done at a Grand Induction Ceremony.

14. DE-BADGING, SUSPENSION/ DE-INDUCTION

(To be in par with Disciplinary Code of Conduct for Students)

- 14.1 An inducted leader, if found guilty of non-conformity to the pledges given in the oath, may be de-inducted after an inquiry conducted by the school Disciplinary Committee, with the summary report ratified by the Board. The reports will be placed in the student's personal file.
- 14.2 Suspension of the Leadership category under this policy is imposed if found guilty of a less severe offence in accordance with the Disciplinary Code of Conduct for Students. The TIC shall submit a report with substantial evidence to Principal, recommending suspension for a specific period. With the SMT agreement, Principal shall suspend the student from functioning as a student leader for a specified period and the Badge will be withdrawn. On completion of the duration, the Badge will be re-awarded by Principal and normal duties can be resumed. The report with Principal's remarks should be kept in students' personal file. The maximum duration that suspension can be imposed should not be more than one calendar month.
- 14.3 Any student leader, who has not paid school fees for continuously 3 months, shall be suspended from functioning as a student leader and the relevant badge will be withdrawn until the arrears are cleared. However, if he/she fails to clear the arrears at the end of the fourth month, his/her leadership badge will be withdrawn and considered as vacated from the post.
- 14.4 De-badging (Temporary depriving student leader from wearing the badge) will not be considered as suspension. However, Student leader should not be deprived of the badge for more than 1 week. De-badging is done only by the TIC, with the consent of the principal. TIC is required to carefully investigate the complaints before making recommendations to the Principal for De-badging.

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15. FILLING UP OF VACANCIES

- 15.1 If a vacancy is created in Stewards and Junior Leaders cadres due to any student leader prematurely leaving school/de-induction, the student who is next in the list may be nominated to the vacant position up to the last day of the Second Term of the Academic year subject to assurance that he/she had maintained the discipline from starting of interview process till date. However, for Junior Prefects, no student will be appointed to fill a vacancy after 31 January of the academic year.
- 15.2 Any student absence from School 50% or more from the active period, (for ST and JL, first two terms and for JPs, first term of the Academic year) from the date of induction for any leadership category, his/her leadership appointment will be withdrawn, and vacancy will be filled with the next student in the list as per clause 15.1.
- 15.3 The same applies for the hierarchy as well.

16. LEADERSHIP CULTIVATION ASPECT

- 16.1 The policy of Student Leadership Cultivation will be made a public document. Students who aspire to become leaders will know in advance which qualities to be cultivated. Parents and teachers will be able to work on the identified and required attributes of leadership.
- 16.2 After being appointed, regular training sessions will be conducted to nurture leadership among the students of SLSM.

Janitha