

Government of St. Kitts and Nevis Ministry of Education

Guidelines for the Re-Opening of Early Childhood Centres, Primary, Secondary Schools and AVEC

School Year 2022 - 2023



1st September, 2022

FOREWORD

Over the last two years, the members of our education fraternity have been working assiduously to keep our ministry moving forward while attempting to ensure that there is some level of normalcy for the teachers, ancillary staff and students in their care. Educators, you have had to make numerous adjustments in both your personal and professional lives all the while ensuring that your students do not fall further behind. I am certain that this academic year your level of commitment and dedication will be as equally high if not higher.

My journey as the Minister of Education has just begun but my love for, dedication to and involvement with our youth is not new. I have had the honour of serving in roles, such as the Director for Youth and as a Principal, which have given me valuable exposure to the needs and concerns of the youth in St. Kitts and Nevis. These experiences have further bolstered my resolve and strengthened my unwavering commitment to the children of the Federation of St. Kitts and Nevis. Our children must be adequately prepared and given the opportunity to harness their talents, follow their dreams and contribute meaningfully to the building of this great nation. Therefore the mandate of the Ministry of Education for the 2022-2023 academic year will align with UNESCO's 2030 Agenda for Sustainable Development, especially SDG 4 - "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all". As educators, we must continue our systemic drive to build an education system that is relevant and responsive to the needs of all of our stakeholders. Most importantly, we must do what is in the best interest of the children in our care. Each new initiative, policy and or procedure must take into account the future needs of this great federation and be undergirded by strong principles which are enshrined in the philosophy that as educators we must do what is best for the students.

This document serves as a roadmap for administrators in the overall management of their schools and a reference guide for all stakeholders. The four major components are as follows: Part A outlines important days and dates for the school year 2022 - 2023, Part B describes the logistical arrangements for school operations, Part C describes school operations and Part D gives the updated health and safety protocols.

Best wishes for a productive and safe 2022-2023 school year!

Honourable Dr. Geoffrey Hanley

Deputy Prime Minister

Minister of Education, Youth Empowerment, Social Development, Gender Affairs, Aging and Disabilities, Ecclesiastical Affairs, Housing & Human Settlement

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PART A

IMPORTANT DATES FOR THE SCHOOL YEAR 2022 – 2023

Introduction

The Ministry of Education continues to focus on ensuring that the instructional time during the 2022-2023 school year is maximized and our students are continually assessed throughout the year. Therefore all events, internal and external extracurricular activities that will reduce instructional time <u>MUST</u> be approved by the office of the Chief Education Officer. It is also imperative that our teachers utilize a hybrid model of teaching which caters to a seamless transition to online teaching and learning, if and when necessary. The Early Dismissal day for both primary and secondary schools remains on Thursday ONLY. Students will be released at 2:15 p.m. to facilitate a prompt 2:30 p.m. start of the professional development session or staff meeting.

TERM 1 Monday, 5 th September to Friday, 9 th December, 2022				
MONTH	ONTH DATE EVENT			
	25	Public School Principals' Meeting at 9:00 am – 2:30 pm Venue: Immaculate Conception Catholic Church Auditorium		
AUGUST, 2022		Opening Ceremony for the Commencement of the 2022-2023 School Year Venue: Rivers of Living Water Christian Centre Staff Meetings for Primary and Secondary Schools Time: 1:00 pm – 3:30 p.m. Venue: Respective schools Early Childhood Administrative Meeting Time: 1:30 p.m. All Early childhood staff report to their respective schools for cleaning and preparation of centres		

TERM 1 Monday, 5 th September to Friday, 9 th December, 2022		
MONTH	DATE	EVENT
	2	Summer Workshop ends Final Preparation of Early Childhood Centres
	5	Official start of the new term. All teaching staff must report to their assigned schools. Instructional Period: 7 th September – 2 nd December All Early Childhood Public & Private Centres Re-open AVEC reopens - All staff must report to work. Staff
	6	Meeting at 11:00 am Teachers report to their respective schools to prepare all learning spaces. AVEC: 2 nd Year Trainees return to school
	7	1st Day of School for primary & secondary students. ALL students report to their respective schools Back-to-School Assembly with all students & teachers in attendance. (A Ministry Official will attend) AVEC: Interviews for 1st Year Trainees
SEPTEMBER, 2022	8	Observance of International Literacy Day AVEC: Interviews for 1st Year Trainees
	9	AVEC: Interviews for 1 st Year Trainees Completion of primary & secondary students' profiles & Assessment of prior learning
	12 & 13	Completion of primary & secondary students' profiles & Assessment of prior learning
	13 - 15	AVEC: Orientation for 1 st Year Trainees
	15	Independence Patriotic Tributes & Treat
	16	National Heroes Day – All Schools Closed
	19	Independence Day- All Schools Closed
	20	AVEC: All trainees return to school Reopening Ceremony – Zion Moravian Church
	30	AVEC: Staff Professional Development Day

TERM 1 Monday, 5 th September to Friday, 9 th December, 2022					
MONTH	MONTH DATE EVENT				
	5	World Teachers' Day			
OCTOBER, 2022	28 – 31	Midterm Break – Schools Closed. Schools are strongly encouraged to use either of the two days for professional development.			
NOVEMBER,	1	All teaching staff and students return to school Instruction resumes			
2022	10	AVEC: Graduation			
	2	Last day of school for students			
DECEMBER, 2022	5–7	Marking, Registers & Report Card Preparation. (Any other duty assigned by principal) AVEC: Final reporting & submission of marks online $(5^{th} - 8^{th})$			
	9	Report Card Distribution School Closes for all Early Childhood Centres, Primary and Secondary Schools			

TERM 2 Monday, 9 th January to Friday, 6 th April, 2023			
MONTH	DATE	EVENT	
JANUARY, 2023	9	SCHOOL REOPENS for all Early Childhood Centres, Primary and Secondary Schools Instructional Period – 9th January - 6th April	
MARCH, 2023	31	Last Day of School for Students	
	3 - 5	Marking, Registers & Report Card Preparation. (Any other duty assigned by principal)	
APRIL , 2023	6 7 – 21	Report Card Distribution & School Closes Easter Break	

TERM 3 Monday, 24 th April to Friday, 7 th July, 2023		
MONTH	DATE	EVENT
APRIL , 2023	24	SCHOOL REOPENS Instructional Period 24 th April – 30 th June
JUNE, 2023	30	Last Day of School for Students
JULY, 2023	3 - 6	Marking, Registers & Report Card Preparation. (Any other duty assigned by principal)
	7	Report Card Distribution & School Closes

PART B

LOGISTICAL ARRANGEMENTS FOR SCHOOL OPERATIONS

Introduction

The impact of the pandemic over the past two years has been far reaching and the Ministry of Education had to adjust the work hours in order to ensure limited instructional loss and the facilitation of the COVID-19 protocols. In light of the COVID-19 protocols being relaxed, the Ministry of Education has reverted to the work hours from 8:25 a.m. to 3:30 p.m, with 8:26 am late.

- Cotton Thomas Comprehensive School will continue on the shift system until further notice.
- The use of public school buildings for after school and weekend activities is ONLY permissible with the approval from the office of the Chief Education Officer.

Instructional Models: Definitions and Requirements



ON-SITE: Students Safely Learn in School. All students have access to face-to-face instruction.

Requirement:

- o Principals should monitor and regulate instructional time
- Principals should provide additional professional development opportunities to staff on modifying the curricula for online delivery, use of MS Teams, how to communicate with students and parents.
- o Create schedules to be used during remote learning
- o Meet regularly with school champions to access staff readiness for remote learning

HYBRID: Students Safely Learn in School and Away From School. Students have access to face-to-face instruction but on shift. On-site instruction is supplemented using the MS Teams platform.

Requirement:

- All notes, resource material, activities and assessments must be placed in the school's designated channel.
- o School Champions must create and maintain school's channels

REMOTE: Students Safely Learn Away from School. All students are engaged in learning utilizing the MS Teams platform and instructional packets. All instruction occurs remotely.

Requirement:

- o Review the St. Kitts Nevis Plan for the Continuity of Learning
- o Learning packets must be created for students without devices and for those in K-2.
- o Submit names of students who require school meals
- o Create a plan to support students with academic, social and emotional needs

Face-to-Face Instruction

COTTON THOMAS COMPREHENSIVE SCHOOL

Students will return to school on 5th September, 2022. The Cotton Thomas Comprehensive School will comply with the established protocols with regards to proper hand hygiene. The school will operate as outlined below.

- The infant department (Early Stimulation, Autistic, and Visually Impaired) along with the Skills Class will be at school all day, that is, from 8:30 a.m. to 2:30 p.m. These students will not wear a face mask.
- All other classes will be on a morning and afternoon shift. All students on the shift system (the older students) will be required to wear a face mask while on the school grounds.
 - The class ones (Pre-Readiness 1, Readiness 1, Pre-Vocational 1 and Vocational 1) will come to school from 8:30 a.m. to 11:45 a.m.
 - The class twos (Pre-Readiness 2, Readiness 2, Pre-Vocational 2 and Vocational 2) will come to school from 12:15 a.m. to 3:30 p.m.
- School meals will be in place for both the morning and afternoon shifts.
- The school bus will pick up students for the morning at the regular time. For the afternoon shift the bus will start to pick up students at 11:00 a.m.

EARLY CHILDHOOD

All Early Childhood Centres will reopen on Monday, 5th September, 2022. All registered private centres may open on a date designated by their board or proprietor. All centres must ensure that staff and or parents sanitize prior to entry. Additionally all employees within the public centres are required to wear an apron at all times. Masks are optional.

Entry Protocols

- Controlled access point to the Nursery or Preschool
- Encourage parents to make an appointment prior to visiting once outside drop off and pickup times.
- Stagger drop off times
- All persons with the exception of children under the age of 3 must wear a face mask while in doors.
- All persons upon arrival must sanitize their hands prior to entry.

Throughout the School

- Hand hygiene signs must be erected and highly visible
- Hand washing stations should be erected on the outside and inside of the center for ease of access. (Hand sanitizers stations can be used as an alternative)

Preschool Classroom Settings

- Where possible classes should be held in a well-ventilated area or outside.
- Teachers must wear their mask as much as possible
- Teachers should be encouraged to move between classrooms rather than preschoolers.
- Spaces must be cleaned and sanitized a minimum of twice daily
- Social distancing is almost impossible for preschoolers so it is recommended that:
 - When laying down there is head to foot arrangement
 - o Position preschoolers in a position that allows for some physical distancing
 - Limit the mixing of classes by creating bubbles
 - o Limit the number in groups

Playground

Encourage students to stay in their groups and stagger break where possible to discourage large gatherings.

PRIMARY SCHOOLS		
TIME	ACTIVITY	
	A.M. SESSION	
8:00 - 8:25	Arrival and Hand Sanitization	
8: 25 – 8:30	Registration (A.M.)	
8:30 - 8:45	Devotions	
8:50 - 9:30	Instructional Session	
9:35 – 10:15	Instructional Session	
10:15 – 10:30	BREAK (Supervised by teacher to ensure that students stay within their group)	
10:35 – 11:15	Instructional Session	
11:20 – 12:00	Instructional Session	
TIME	ACTIVITY	
	P.M. SESSION	
12:00 - 1:00	LUNCH (School meals/packed lunch/parents may collect their child)	
1:00 - 1:05	Registration (P.M.)	
1:05 – 1:45	Instructional Session	
1:50. – 2:30	Instructional Session	
2:30 – 2:45	BREAK (Supervised by teacher to ensure that students stay within their group)	
2:50 - 3:30	Instructional Session	
3:30 – 4:00	Clean-up and sanitisation of teaching & learning spaces and staggered dismissal.	

- Seven (7) Forty (40) minutes sessions of instruction
- Five (5) minutes transition between sessions can be used for hand sanitization, etc.
- Schools **MUST** clean-up and sanitise the teaching and learning spaces daily.
- Schools **MUST** stagger the arrival & dismissal of their students.
- Private schools may utilize their Board approved schedules.

The number of sessions per subject for a full week of school operating on a regular schedule is listed below.

Subjects				
Language Arts	Mathematics	Health & Wellness	Science & Technology	Social Studies
7	7	6	6	6

See Appendices for timetable for primary schools operating on a regular schedule.

SCHOOL SHIFT SYSTEM - PRIMARY LEVEL

(This timetable should ONLY be used if a shift system is implemented by the Ministry of Education)

Morning Shift

- Four (4) Forty (40) minutes instructional sessions
- Five (5) minutes transition between sessions can be used for hand sanitizing, etc.

TIME	ACTIVITY	
	A.M. SESSION	
8:00 - 8:25	Arrival and Health Screening	
8:25 - 8:30	Registration (A.M.)	
8:30 - 8:45	Devotions	
8:50 - 9:30	Instructional Session	
9:35 – 10:15	Instructional Session	
10:15 - 10:30	BREAK	
	(Supervised by teacher to ensure that students stay within their group)	
10:35 – 11:15	Instructional Session	
11:20 - 12:00	Instructional Session	
12:00	LUNCH	
	(Students must eat the lunch provided by the school meals program or their	
	packed lunch within their group)	

Afternoon Shift

- Four (4) Thirty-five (35) minutes instructional sessions
- Five (5) minutes transition between sessions can be used for hand sanitizing, etc.

TIME	ACTIVITY
	P.M. SESSION
12:15 - 12:50	Arrival and Health Screening
12: 50 – 12:55	Registration (A.M.)
1:00-1:10	Devotions
1:10-1:45	Instructional Session
1:50-2:25	Instructional Session
2:25-2:40	BREAK
	(Supervised by teacher to ensure that students stay within their group)
2:40-3:15	Instructional Session
3:20-3:55	Instructional Session
4:00	Clean-up and sanitization of teaching learning spaces; dismissal

The number of sessions per subject for a full week of school <u>operating on a shift schedule</u> is listed below.

Subjects				
Language Arts	Mathematics	Health & Wellness	Science & Technology	Social Studies
5	5	3	4	4

SECONDARY SCHOOLS

Each secondary school, in keeping with the operating hours and guidelines for schools, is responsible for developing its own proposal as it relates to:

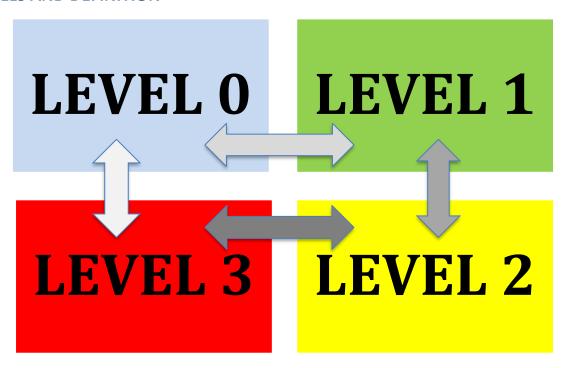
- The accommodation of students with regards to the physical space.
- Timetabling arrangements to include arrangements for break and lunch
- Online modality and face to face instruction

Sample timetable for a 5-day School Week

SECONDARY SCHOOLS			
TIME	ACTIVITY		
	A.M. SESSION		
8:00 - 8:25	Arrival and Hand Sanitization		
8: 25 – 8:30	Registration (A.M.)		
8:30 - 8:45	Devotions		
8:55 - 9:55	Instructional Session 1		
10:00 - 11:00	Instructional Session 2		
11:00 – 11:15	BREAK (Supervised by teacher to ensure that students stay within their group)		
11:15 – 12:15	Instructional Session 3		
TIME	ACTIVITY		
	P.M. SESSION		
12:15 – 1:20	LUNCH (Students must eat the lunch provided by the School Meals Programme or their packed lunch within their group)		
	Registration (P.M.)		
1:25 – 2:25	Instructional Session 4		
2:30. – 3:30	Instructional Session 5		
3:30 – 4:00	Clean-up and Sanitization of teaching & learning spaces and staggered dismissal.		

EMERGENCY LEVELS

LEVELS AND DEFINITION



LEVEL 0

- School is open for face-to-face instruction
- All students can attend school

LEVEL 1

- School is open but on a shift system
- Students attend school at designated times

LEVEL 2

 School is open but testing is ordered by Ministry of Health

LEVEL 3

School is closed by the Minister of Education

CAUSES

LEVEL	CAUSE
LEVEL 1	 Loss of learning spaces due to acts of nature or construction Accommodate for physical distancing due to increase school population
LEVEL 2	• A student or staff member who has tested positive for COVID-19 or any other communicable disease.
LEVEL 3	 Serious health issue (e.g. mould, COVID-19) Serious physical plant issue (e.g. electrical, flood, fire, no water) Federation is on curfew or total lockdown

LEVEL 1

The principal must report ALL relevant information to the CEO's office for further action to be taken.

LEVEL 2

IF A STUDENT OR STAFF MEMBER HAS FLU LIKE SYMPTOMS OR EXPOSED TO OR TESTED POSITIVE FOR COVID OR ANY OTHER COMMUNICABLE DISEASE

Prior to Arrival

1. He/she is asked to report to a doctor.

Upon Arrival

- 1. Quarantine the individual in the sick bay.
- 2. Call parents in case of the staff call his or her emergency contact immediately.
- 3. Inform the Office of the Chief Education Officer, Ministry of Education about the sick child or staff member.
- 4. The Ministry of Health in collaboration with the Ministry of Education will determine the way forward.

During the day

- 1. Teacher or staff excuses the student(s) from the classroom. The student must wear a mask.
- 2. The designated staff member takes the student or staff to sick bay.
- 3. Quarantine the individual in the sick bay.
- 4. In the case of a child, call the parent. In case of the staff member, call his or her emergency contact immediately.
- 5. Relocate class, ventilate area and a few hours later clean and disinfect areas that ill student or staff occupied to reduce risk of infection.
- 6. Inform the office of the Chief Education Officer, Ministry of Education about the sick child or staff member.

7. The Ministry of Health in collaboration with the Ministry of Education will determine the way forward.

❖ If the staff or student tested negative for COVID-19, he / she should return to school with a letter/note giving clearance by the Ministry of Health.

❖ If the staff or student tested positive for COVID-19 or any other communicable disease, he or she must self-isolate. Then the school administrators begin to collect a list of those persons who were in close contact with the individual. This information should be communicated to the designated officer in the office of the Chief Education Officer. A copy will be forwarded by the CEO to the designated person in the Ministry of Health.

LEVEL 3

IF A SCHOOL IS CLOSED DUE TO COMMUNITY SPREAD OR THE FEDERATION IS PLACED ON CURFEW OR TOTAL LOCKDOWN

ALL schools close and refer to the St. Kitts - Nevis Continuity of Learning Plan

To report suspected case(s) of COVID-19 exposure contact:

St. Kitts

Chief Education Officer: 467-1515 (w) or 663-4944 (C)

Nevis

Principal Education Officer: 469-4651

PART C

SCHOOL OPERATIONS

INTRODUCTION

Educators play a critical role in helping to strengthen the quality of the educational experiences provided by the Ministry of Education. The quality of these experiences impact a student's ability to participate fully in the learning process and ultimately influence the students' learning outcome. However, educators cannot do it alone and rely heavily on students and parents to do their part. Therefore, the responsibilities of Principals, Deputy Principals, Teachers, Ancillary Staff, Students and Parents are clearly outlined below and should serve as a stakeholders' guide with the understanding that this list is not exhaustive. Whether in the on-site or remote setting, schools must keep a record of attendance. Any concerns about engagement or the welfare of a learner should be followed up immediately by the school.

ATTENDANCE

What code should be used?

CODE	MEANING	CATEGORY
/	Attending school a.m. (Red is used for lateness)	Present
\	Attending school in the p.m. (Red is used for lateness)	Present
S	Illness whether due to COVID-19 or any other illness	Not required to attend authorized absence
a	Absent	Authorized absence
a	Absent	Unauthorized absence
S	Suspension	School-directed absence
Closure	for holiday or approved school activity	Attendance is not required
Remote learn	ning due to COVID-19 utilize the electronic register on the platform	Present on platform

CURRICULUM

The official curriculum that will be used at each level is as follows:

- Kindergarten to grade 3 the Interim Curriculum will be used.
- Grades 4 to 6 –Enhanced Curriculum
- Form 1: Social Science Enhanced Curriculum
- Form 1: Mathematics Enhanced Curriculum
- Form 1: Physical Education (P.E.) Enhanced Curriculum Physical Literacy

INTERNAL/EXTERNAL COMMUNICATION

All ministry of Education staff is required to use their moe.edu.kn email for work related internal and or external communication.

RESPONSIBILITIES

RESPONSIBILITIES OF SUPERVISORS, PRINCIPALS & DEPUTY PRINCIPALS

Face -to-Face

- Establish and communicate structures for the daily running of the school, ensuring that all stakeholders are apprised of their roles.
- Designate roles and responsibilities for administrative school staff with respect to face-to-face and remote learning, so that the following decisions and tasks are implemented effectively.
- Implementation of hand hygiene protocols and the wearing of mask.
- Create a monitoring and supervision schedule which outlines individuals.
- Establish consistent work expectations among teachers by implementing structures and protocols for checking in with the teachers and staff.
- Ensure continuous tracking of student engagement and interaction, which also accounts for student attendance.
- Ensure that the school's remote learning programme is communicated to students and parents.
- Ensure teachers maintain students' grades for assessments given and track students' participation during face-to-face and remote learning.
- Celebrate individual successes of staff and students and share the good news with the wider school community.
- Establish designated office time and staff meeting time.
- Maintenance of stock which includes the provision for disposable masks in the event a student or staff member has displaced or lost his/her mask.

Remote

- Ensure that the school champion(s) maintain and populate the channels within MS Teams.
- Provide training opportunities for staff to improve their knowledge of the online platform.
- Create structures for the management and supervision of teachers and students in the online space.
- Ensure that the school's remote learning programme prioritizes the courses and exam preparation for students who need to write national or regional examinations.
- Ensure connection with their staff individually and collectively on a regular basis to support and update staff of necessary information.
- Ensure regular communication with the school community through emails, social media platforms etc.
- Honour the process of learning remotely and highlight it in various ways throughout the week
- Celebrate individual successes of staff and students and share the good news with the wider school community.
- Establish designated office time and staff meeting time.

RESPONSIBILITIES OF MANAGEMENT TEAMS

- Support principal and deputy principal in the following areas:
 - Monitoring and supervision of students and teachers
 - Communication with all stakeholders
 - ❖ Planning for the daily administration of the school.
 - ❖ Implementation of Effective School's initiatives such as their Positive Behaviour Management Plans.
 - Training and mentorship of new teachers

RESPONSIBILITIES OF GUIDANCE COUNSELLORS

- Support the principal and the deputy principal in the following areas:
 - ❖ Provide support to students and families that have experienced loss.
 - ❖ Provide students with coping strategies and provide additional training in this area when needed
 - ❖ Train all staff members on how to engage students after a prolonged period of absence from the classroom.
 - ❖ Interact with each class within the first four (4) weeks of the new term to assist homeroom teachers as they orient students to the new school year.
 - Maintain and update their student files to capture any pertinent information. This should be done whether or not the student has been referred for counselling.
 - Report concerns to appropriate authorities.

RESPONSIBILITIES OF TEACHERS

Face -to-Face

- Prepare and deliver differentiated lessons
- Communicate expectations to students and families about the instructional plan for the term, including learning objectives, required activities, assignments, links to resources, and assessments, along with due dates
- Utilise a blended approach by:
 - ❖ Uploading all instructional material to the MS Teams platforms
 - ❖ Archiving lessons and other activities for students to access later
 - Creating soft copies of all lesson plans, formative and summative assessments.
- Maintain and submit accurate records which include mark books and registers
- Monitoring and supervision of students
- Punctual attendance to all classes
- Model the proper execution of the COVID-19 protocols such as wearing the mask, sanitising hands, and maintaining appropriate physical distancing
- Record attendance and report any students failing to attend school or class

Remote

- Communicate expectations to students and families about the instructional plan for the term, including learning objectives, required activities, assignments, links to resources, and assessments, along with due dates.
- Designate time for possible interaction with students in real-time to deliver lessons, facilitate discussions, and lead other instructional activities.
- Archive lessons and other instructional activities for students to access later.
- To interact with groups of students and families, account for attendance, and respond to messages from students and families in a timely fashion by utilizing an agreed communication plan (Monday thru Friday during the contractual workday)
- Monitor students' participation in activities, grade assignments and assessments, and provide timely feedback on work submitted by students.
- Communicate with families about students' progress.
- Identify appropriate activities and assignments for students who need additional support or enrichment activities.
- Record attendance and report any student failing to attend class.

RESPONSIBILITIES CLASSROOM / HOMEROOM TEACHERS

- Record attendance and report truants
- Engaging students in active discussions, provide guidelines on adjusting to the school environment
- Ensure students are adhering to the hand hygiene and mask protocols
- Refer students who display abnormal behaviour to the Guidance Counsellors.

RESPONSIBILITIES LIBRARIANS & TEACHING ASSISTANTS

- Teaching assistants are required to support teachers throughout the teaching learning process.
- Ensure all patrons of the library are adhering to the hand hygiene and mask protocols
- Ensure there is periodic cleaning of resources between users
- Support the teaching learning progress of teachers and students

RESPONSIBILITIES OF AUXILIARY STAFF

- Support principal and deputy principal in the following areas:
 - Security guards Securing the facility, its contents and all persons on the premises
 - Cleaners Ensuring that all assigned spaces are cleaned and disinfected
 - Grounds persons Ensuring that the premises are clean, litter free and the foliage pruned
 - ❖ Secretaries & receptionists support the work of the school administrators, organize the office space, and manage the flow of persons in the office space
 - ❖ Cafeteria/canteen/school meals Maintain and sanitise the kitchen/meal serving spaces and ensure meals are distributed to students in a timely manner.

RESPONSIBILITIES OF STUDENTS

- Students MUST adhere to the hand hygiene and mask protocols by wearing their masks, sanitising their hands and keeping their physical distance
- Report any feeling of flu-like symptoms to the homeroom teacher and remain at home
- Be regular and punctual (in attendance) during either face-to-face or remote sessions.
- Actively participate in all class sessions
- Adequately prepare for classes
- Adequately prepare for all assessments and submit all assignments by given deadline
- Maintain a clean and organized learning space by properly disposing of trash and arranging furniture as instructed by the teacher
- Conduct him or herself in a respectful manner by adhering to the school rules as outlined in the student handbook
- Show respect to all school personnel

RESPONSIBILITIES OF PARENTS

- Communicate regularly with the school representatives regarding his or her child/ ward.
- Attend school meetings and conferences

- Update school representative, if and when there is a change in emails and/or contact information
- Respond promptly to the school's requests, especially regarding collecting an ill child/ward
- Ensure that his or her child/ward has a clean mask and hand sanitiser in his/her possession
- Encourage his or her child/ward to adhere to the hand hygiene and mask protocols
- Encourage his or her child/ward to complete assignments and other activities before attending classes
- Inform the school of the student's illness and intention to be absent
- Encourage their child/ward to attend their virtual classes and inform teachers if their child/ward did access the class for a given day. An additional mask should be provided in the event one becomes dirty or lost
- Provide his or her child /ward with the necessary for school supplies
- Provide his or her child/ ward with snacks or water to be used during their break period
- Show respect to all school personnel

PART D

HEALTH AND SAFETY PROTOCOLS

INTRODUCTION

As Educational Institutions across the Federation of St Kitts and Nevis prepare for the reopening of their doors in September 2022, it is of paramount importance that guidelines are established to ensure that students return to a safe and healthy school environment.

While COVID-19 continues to be very much present in various parts of the world and in our nation, the protection of our children, educators, and educational facilities still remain our top priority. Precautions and/ or guidelines must be adhered to in order to prevent the potential spread of COVID -19 in our schools and by extension our Federation.

Therefore, these Health and Safety Protocols provide clear and actionable guidance for the safe operations within our schools and other educational facilities.

ENTRY PROTOCOL

At the entrance point of each school, the following should be observed:

- The wearing of a mask to access the premises is OPTIONAL
- Staff and students who have flu like systems will be instructed to contact a healthcare provider. The student's parent will be notified about the child's illness and required to collect the child. Both staff and students will be required to seek medical clearance in order to return to school.
- Physical distancing must be observed by following the markers that are placed on the floor. Persons must comply with the instructions given by security guards as well as the posters that are mounted at the entrance points.
- Hand sanitisation stations must be clearly marked so that persons can have hands sanitised. Security officers must ensure that all persons on entering the school's compound sanitize their hands.
- After students have sanitized their hands then their bags would be checked (High School).
- Visitors to the schools must observe the school's policy and the guidelines that have been put in place.

CLASSROOMS/SICK BAY/CAFETERIA/PLAYGROUND

- Wearing of the face mask is OPTIONAL.
- Sick bay which is an isolated designated area in the school must be kept clean and free of clutter.
- Classrooms and all learning spaces must be kept clean
- Map out play areas and stagger breaks to ensure use by smaller groups.
- Physical distancing must be observed in class and where students tend to congregate such as the cafeteria, washrooms, and principal's office and sanitisation stations.
- Clean and disinfect surfaces, items frequently touched before and after use.

STAFFROOMS

For teachers:

- Wearing of the face mask is OPTIONAL.
- Practice physical distancing
- Must keep spaces sanitized, clean and free of clutter.
- Staffrooms must be outfitted with hand sanitizers
- Staffrooms must be cleaned and disinfected at least twice per day daily.

ASSEMBLY

Class assemblies can resume as normal but the following guidelines should be adhered:

- Schools with a large hall or auditorium can facilitate assemblies with the required protocol for hand hygiene for their general sessions.
- Classroom assemblies should be held each morning for at least fifteen minutes with prayer, a motivational talk, COVID -19 reminders and updates, preparation for teaching and learning.
- Attendance registers must be marked prior to school assemblies.

SIGNAGE & PHYSICAL SPACING

- Physical distancing markers should be placed in strategic places such as in and outside the principals' offices, cafeteria, entrance to washrooms and auditoriums.
- Posters displaying hand hygiene and mask protocols must be placed in highly visible and central areas on the school premises.

CLEANING OF SPACES

In order to prevent the spread of COVID 19, it is important that there is regular cleaning, sanitizing and disinfecting of spaces in all of our schools – restrooms, offices, labs, classrooms, and specialist Rooms. Resources that are used by staff members and students should be sanitised regularly such as, phones, pens and whiteboard markers.

High/Frequently Touch Surfaces

- Doors and Windows
- Handles
- Work surfaces
- Personal Computer Keyboards
- Touchscreen Personal Devices
- Counter Tops, as well as Kitchen and Food Prep Areas
- Bathroom Surfaces
- Toilets and Taps

Effective Cleaning Solutions

- Hands Antibacterial Soap and Alcohol at 70-90% concentration
- Walls, floors, toilet bowls Detergent/disinfecting liquids such as:
 - > Fabuloso, dettol, pinesol, chemtron.
 - **Bleach** (Sodium Hypochlorite Solution): should be used for all bathroom surfaces
 - Recommended Concentration = 0.1% or 1,000ppm
 - Equivalent to 1 part of 5% strength household bleach to 49 parts of water.
 - **Specifically,** use a half cup of bleach to 1 gallon of water; mix them in this way: measure the bleach and then throw it into the container, then add the water to bring it to the one gallon marker. (Using the one gallon water bottles is an easy and simple way to do this) Bleach solution should be stored in a dark area
- High touch surfaces:
 - ✓ Alcohol at 70-90% concentration
 - ✓ **Hydrogen peroxide**: is an alternative that can be used for wiping frequently touched spaces (door-knobs, handles, desk surfaces etc.) as it does not have the strong scent of bleach.
 - *All disinfectant solutions should be freshly prepared each day and stored in opaque containers and in well ventilated, covered areas. Label bottles to indicate what solutions they contain

Effective Cleaning Strategy

- Clean all surfaces with water and soap or a detergent FIRST to remove organic matter/dirt.
 - > Disinfection then follows
 - ➤ Cleaning should always start from the least soiled (cleanest) area to the most soiled (dirtiest) area
 - Apply disinfectants using a cloth or wipe soaked in the solution. **NB.**
- Disinfecting indoor spaces via spraying is NOT recommended for COVID-19.
- Constant wiping is necessary with either hydrogen peroxide or the rubbing alcohol in closed spaces (spaces with AC units like computer labs, offices etc)
- Disposal disinfecting wipes (eg. Clorox wipes) can also be used and thrown in a garbage bin right after use.

Cleaning of Classroom Spaces

- All surfaces and furniture should be cleaned (thoroughly wiped with a recommended cleaning solution) before and after use.
- Door handles should be wiped with a recommended solution (rubbing alcohol or hydrogen peroxide) or disinfectant wipe once touched.

Cleaning of Bathrooms

- Bleach solution should be used to clean all bathroom surfaces
- Bathroom surfaces should be cleaned after each use

Personal Protective Equipment:

- The minimum recommended PPE are rubber gloves, impermeable aprons and closed shoes
- Eye protection and medical masks may also be needed to protect against chemicals in use or if there is a risk of splashing.

Personal Cleaning for all persons

• Frequent hand washing and avoiding the touching of the face remain the main preventive actions to reduce any possible transmission of COVID 19.

APPENDICES

SUPERVISION AND MONITORING SCHEDULE TEMPLATE

* Must be submitted to the office of the Chief Education Officer

DUTIES	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Arrival and Health					
Screening					
Registration (a.m. and					
p.m.)					
Devotions/Assembly					
Break (a.m. and p.m.)					
Lunch					
Clean-up and sanitisation of					
teaching and learning					
spaces					
Dismissal					

Primary Principals' Checklist

	ACTIVITIES	STATUS 🗸
1. Pr	incipal /Deputy Principal/Third in Command Meeting	
Recor	nmendation: should occur before Mon 5 th September, 2022	
•	Discuss staff changes/needs/teacher deployment	
•	Discuss successes of the previous year and areas for improvement.	
•	Review and address pending issues of the previous year	
•	Academic projections and initiatives for the new school year	
•	Behaviour modification strategies	
•	School improvement plan and safety plan (an overview)	
•	Review hand hygiene and mask protocols	
•	Activities/functions with proposed dates (calendar of events)	
•	Discuss plans for Independence	
•	Alternative or contingency learning plans virtual/blended learning,	
	packages etc.	
2. Sen	ior Management Meeting (5 TH -6 TH September)	
•	Agenda based on issues/items discussed in the Principal /Deputy	
	Principal/Third in Command Meeting	
•	Gather feedback/suggestions from management members.	
3. Gra	nde Level Meetings (5 TH -6 TH September)	
•	Distribution curriculum guides and timetables	
•	Unit of work/scheme of work amendments	
•	Students' performance & strategies for improvements	
•	Distribution of temporary class registers	
•	Discussion on the format for marking registers (template suggested)	
•	Outline duties/responsibilities of grade-level teachers & assistants	
•	Emphasize differentiated instructions, tiered instructions, student	
	profiles, student-centered instruction and types of assessments	
•	Lesson planning for day one of the school term	
•	Principal visits meetings in progress	
•	Minutes to be submitted to principal the following day	
4. Ori	entation of teachers new to the profession and to the school week 1	
•	Overview of Ministry's policies, expectations and the physical spaces	
•	Issue necessary documents (dress code etc)	
5. Gei	neral Staff meeting (5 TH -6 TH September)	
•	Welcome back staff	
•	Recognize and welcome new staff; staff changes	
•	Deployment of Staff (subject teachers, Grade Coordinators, Subject resource teachers, classroom teachers and assistants)	
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Give the names and/or present members of axillary staff and related
duties
Outline chain of command
Sensitization of school's culture (goals, mission, expectations)
Distribution of packages with MOE policies, school handbook, school rules, dress code
Year in review – strengths and successes
Brief academic overview
Areas for improvements and remediation strategies to be implemented
Independence
Important dates e.g. Mark sheet, PTA., etc.
Distribution of mark books. Discussion of mark book protocol
(template suggested)
Subject registers (if available)
 Assessments (types and frequency); e-mark book.
Homework protocol
Calendar of events
6. Meeting with ancillary staff (Before 7 th Sept.)
General Expectations
7. MEETING OF PREVIOUS TEACHER AND RECIPIENT
TEACHER OF A COHORT OF STUDENTS. SEE <u>NOTE 2</u> BELOW.
Recommendation: (4 th – 8 th July, 2022)
8. FIRST DAY FOR STUDENTS (7 th September, 2022)
Meet and greet students on arrival (Principal)
General Assembly - message from Ministry Official. Principals must
set the tone for the school year. Introduction of staff.
Organisation of classrooms
Orientation of new students
Issue completed or temporary timetables to students.

NOTE 1: Minutes for EACH meeting to be submitted to the principal.

Please put a checkmark next to the activities that you have completed already NOTE 2: MEETING OF PREVIOUS TEACHER AND RECIPIENT TEACHER OF A COHORT OF STUDENTS.

Purpose: To facilitate a smooth transition, foster a culture of collaboration and ensure continuity.

To discuss the general strengths, weaknesses and trends of a promoted cohort.

Documents needed: curriculum, register, learning profiles and mark book.

Duration: approximately 1 hour.

Possible topics for discussion: Previous curriculum coverage, general performance in subject areas, differentiation strategies based on the class profile, punctuality and absenteeism, special needs students e.g. Students attending reading intervention, ESL students (Spanish), visually impaired, outstanding students, dependent students, etc. Copies of meeting notes/minutes are to be provided to (i) the principal, (ii) the previous teacher and (iii) the recipient teacher.

Secondary Principals' Checklist

ACTIVITIES	STATUS
Distribution of SELF books: Option 1 – 22 nd -26 th August, 2022. Option 2 - P.M. sessions Mon 29 th Aug-2 nd Sept, 2022.	•
1. Principal /Deputy Principal/Third in Command Meeting Recommendation: should occur before Mon 5th September, 2022	
 Discuss staff changes/needs/shifts/teacher deployment (homeroom & subject teachers) 	
 Discuss successes of the previous year and areas for improvement. 	
Review and address pending issues of the previous year	
 Academic projections and initiatives for the new school year 	
Behaviour modification strategies	
 School improvement plan and safety plan (an overview) 	
 Review hand hygiene and mask protocols 	
 Activities/functions with proposed dates (calendar of events) 	
Discuss plans for Independence	
 Specific plans for the CXC CSEC 5th form cohort 	
Alternative or contingency learning plans virtual/blended learning,	
packages etc.	
2. Senior Management Meeting	
Recommendation: should occur before Mon 5th September, 2022	
 Agenda based on issues/items discussed in the Principal /Deputy 	
Principal/Third in Command Meeting	
Gather feedback/suggestions from management members.	
3. HOD Meeting (HODS + principal and/or deputy principal) 5 th -6 th Sept	
• Emphasis on, instructions (including differentiation, assessments etc.)	
• Units of work/work scheme with timelines, work preps, curriculum etc	
• Specific plans for Form 5 (CXC, SBAs, etc)	
4. Orientation of teachers new to the profession and to the school week 1	
Overview of Ministry's policies, expectations and the physical spaces	
5. Department meetings led by HODs (5 th -6 th Sept.)	
Distribution of syllabi, guides, curriculum & temporary timetables	
Special requests and suggested changes to timetable noted	
Brief overview of last year's academic situation and suggested	
strategies for improvement.	
Amendment to previous unit plans/scheme of work	
Emphasize differentiated instructions, tiered instructions, student	
profiles, student-centred instruction, types of assessments etc.	
Lesson planning for day one of the school term	
 Principals and Deputy visit meetings in progress 	

Minutes to be submitted to principal the following day	
6. Meeting of Year Heads/ Block Supervisors (coordinated by the	
principal) Recommendation: 5 th -6 th Sept.	
Student motivation/behaviour modification/behaviour matrix	
7. Meeting of Form Teachers and assistants (led by Year Heads)	
Recommendation: 5 th -6 th Sept.	
Distribution of temporary class registers	
Discussion on the format for marking registers (template suggested)	
Discussions on duties/responsibilities of form teachers	
8. General Staff meeting Recommendation: 5 th -6 th Sept.	
Welcome back staff	
Recognize and welcome new staff; highlight staff changes	
Deployment of Staff (subject teachers, classroom assignments, form teachers and assistants)	
Give the names and/or present members of axillary staff and related duties	
Outline chain of command	
Sensitization of school's culture (goals, mission, expectations)	
 Distribution of packages with MOE policies, school handbook, school rules, dress code 	
Year in review – strengths and successes	
Brief academic overview	
Areas for improvements and remediation strategies to be implemented	
Independence	
Important dates e.g. Mark sheet, PTA, CXC reg. etc.	
 Distribution of mark books & subject registers (if available). Discussion of mark book protocols (template suggested) 	
Assessments (types and frequency)	
Homework protocol	
Proposed calendar of events	
9. Meeting with ancillary staff (Before 7 th September)	
General Expectations	
10. FIRST DAY FOR STUDENTS (7th September, 2022)	
Meet and greet students on arrival	
 General Assembly – hand hygiene and mask protocol, message from Ministry Officials. Principals must set the tone for the school year. Introduction of staff. 	
Organisation of classrooms (May be done Friday 2 nd Sept. in the p.m.)	
Orientation of new students	
• Give temporary timetables (May be done Friday 2 nd Sept. in the p.m.)	
Self-book distribution (if necessary for late transferees)	
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NOTE: Minutes for EACH meeting to be submitted to the principal.

Please put a checkmark next to the activities that you have completed already

MINISTRY OF EDUCATION PRIMARY AND SECONDARY SCHOOLS COVID-19 COMPLIANCE & ENFORCEMENT CHECKLIST

Date of Assessment:	
Name of School:	
No. of Children Presently Enrolled:	
Name of Principal:	
Principal's Contact Information: Cell:	Office:
Type of Service Provided: Primary	Secondary School

No	ACTIVITY	YES	NO	N/A
	PHYSICAL DISTANCING			
1	Physical distancing of at least six feet (6ft) outside of the classroom			
2	Distance markers are at six feet (6ft) apart at check point or other line for adults dropping off or picking up students.			
3	Timetables reflects activities done in small groups			
4	Chairs and desk are arranged at least two feet (2ft) apart			
5	Pictures/drawings are posted to indicate the number of children allowed in each classroom.			
6	Limit large groups. No more than 1 class coming together for assembly			
7	Classrooms should be arranged to reflect physical distancing.			
8	Staffrooms should be arranged to reflect physical distancing.			
MASK				
9	Face mask must be worn by ALL parents and staff on the compound			
	Face mask must be worn by students in Grades 3 to Grade 6 and all secondary students.			
A	RRIVAL & DEPARTURE SCREENING PROTOCOLS			
10	Sanitizing stations available on entry			
11	Mandatory temperature checks upon arrival (students and staff)			
12	A Temperature Record Book is implemented			
13	Each school has a register system implemented recording all in attendance.			

	HYGIENE		
14	Soap and water or liquid soap is readily available for hand washing throughout the day: • Before serving food, before and after eating, after using the toilet, where hands are dirty, after sneezing or coughing, before and after wearing gloves, when arriving or leaving the workplace, after changing tasks, after touching contaminated surfaces and if in contact with someone displaying any COVID-19 symptoms after blowing nose and using the bathrooms		
15	Hand sanitizers & sanitizing wipes are available		
16	 Ensure regular cleaning and sanitizing is done in the classroom throughout the day. A written schedule for sanitizing frequently touched surfaces should be posted. Such as Classroom - chairs, tables, floors equipment, tabletops, door handles, handrails, bathrooms, staff rooms, libraries, computer labs, lunchrooms. Cleaning schedules should outline who should be responsible for cleaning areas, time it should be done and what cleaning agents will be used. 		
17	COVID -19 related signage and posters are posted in all classrooms. • Signs displaying steps for washing hands should be posted in all bathrooms and hand washing stations.		
	HYGIENE PROTOCOL		
18	Personalized items are labelled and stored in individual bags		
19	Bathrooms are sanitized and toilets flushed after each use		
20	Floors are mopped two (2) times daily (after lunch period and before closure of school). Floors should be mopped at the change of shift		
21	Hand sanitizers and soap are available for staff and children as well but kept out of reach for children		
22	Soap dispensers and paper towels are in bathrooms and kitchen		
	CEDWING OF MEALS		
23	SERVING OF MEALS Food is stored in clean area		
24	Utensils are adequate and sufficient		
25	Utensils are in good condition		
26	A written schedule posted showing:		
	All surfaces to be cleaned		

	The frequency of cleaning		
	The materials used for cleaning		
	The staff responsible for cleaning		
27	Sign is placed in kitchen: Wash hands before and after serving		
	meals		
	HEALTH AND SAFETY PROTOCOL		
28	Screening of adults and students are done daily.		
29	Staff and students who are sick are at home.		
30	 Students or adults are sent home immediately should coughing, sneezing, blowing of nose or any signs of a cold manifest. An area or room is identified if staff or child becomes sick Close off areas used by the person who is sick. Clean and disinfect all areas used by the person who is sick Once area has been appropriately disinfected, it can be opened for use. 		
31	Staff and parents of children inform Principal about any illnesses		
32	Paper towels are used to dry hands and must be properly disposed of in bins.		
33	Cleaning materials are safe for use in classroom and properly stored out of children's reach at all times; a cleaning schedule should be posted		
34	Proper measurement of cleaning agents are observed		
35	Garbage bins are covered, emptied and sanitized daily.		
36	Hand washing done after using gloves		
37	All windows and doors are opened daily and classrooms are properly ventilated.		
38	Parents and staff are aware of the COVID-19 measures in place for safe reopening of Primary and Secondary schools		

SAMPLE TIME TABLE FOR A PRIMARY SCHOOL ON NEW OPERATING HOURS (8:00 A.M. – 4:00 P.M.)

Time	Monday	Tuesday	Wednesday	Thursday	Friday
8:00 – 8:25 a.m.	Arrival and Health Screening	Arrival and Health Screening	Arrival and Health Screening	Arrival and Health Screening	Arrival and Health Screening
8: 25 – 8:30 a.m.	Registration	Registration	Registration	Registration	Registration
8:30 – 8:45 a.m.	Devotions/Assembly	Devotions/Assembly	Devotions/Assembly	Devotions/Assembly	Devotions/Assembly
8:50 – 9:30 a.m.	Lang. Arts	Sci. & Tech.	H & W (H)	Soc. Studies	Mathematics
9:35 – 10:15 a.m.	Lang. Arts	Sci. & Tech	H & W (F)	Soc. Studies	Mathematics
10:15– 10:30 a.m.	В	R	E	A	K
10:35 – 11:15 a.m.	Soc. Studies	Mathematics	Lang. Arts	Sci. & Tech.	H & W (H)
11:20 – 12:00 noon	Soc. Studies	Mathematics	Lang. Arts	Sci. & Tech	H & W (P)
12:00 – 1:00 p.m.	L	U	N	C	Н
1:05 – 1:45 p.m.	Mathematics	Lang. Arts	Soc. Studies	Mathematics	Lang. Arts
1:50 – 2:30 p.m.	H & W (P)	Lang. Arts	Sci. & Tech.	Extra	Sci. & Tech.
2:30 – 2:45 p.m.	В	R	E	A	K
2:50 – 3:30 p.m.	Extra	Soc. Studies	Mathematics	H & W (P)	Extra
3:30 – 4:00 p.m.	Clean-up, sanitization and departure	Clean-up, sanitization and departure			

SAMPLE TIME TABLE FOR A PRIMARY SCHOOL DAY ON A SHIFT SYSTEM (MORNING SHIFT)

Time	Monday	Tuesday	Wednesday	Thursday	Friday
8:00 a.m. – 8:25 a.m.	Arrival and Health Screening	Arrival and Health Screening	Arrival and Health Screening	Arrival and Health Screening	Arrival and Health Screening
8: 25 a.m. – 8:30 a.m.	Registration	Registration	Registration	Registration	Registration
8:30 a.m. – 8:45 a.m.	Devotions/Assembly	Devotions/Assembly	Devotions/Assembly	Devotions/Assembly	Devotions/Assembly
8:45 a.m. – 9:25 a.m.	Lang. Arts	Soc. Studies	Sci. & Tech	Mathematics	Lang. Arts
9:30 a.m. – 10:10 a.m.	Lang. Arts	H & W (H)	Soc. Studies	Sci. & Tech	Mathematics
10:10 a.m. – 10:25 a.m.	В	R	E	A	K
10:25 a.m. – 11:05 a.m.	Sci. & Tech	Mathematics	Lang. Arts	Soc. Studies	H & W (F)
11:10 a.m. – 11:50 a.m.	Mathematics	Mathematics	Lang. Arts	Soc. Studies	H & W (P)
11:50 a.m.	L	U	N	C	Н
	Clean-up, sanitization and departure	Clean-up, sanitization and departure	Clean-up, sanitization and departure	Clean-up, sanitization and departure	Clean-up, sanitization and departure

SAMPLE TIME TABLE FOR A PRIMARY SCHOOL DAY ON A SHIFT SYSTEM (AFTERNOON SHIFT)

Time	Monday	Tuesday	Wednesday	Thursday	Friday
12:15 – 12:50 p.m.	Arrival and Health Screening	Arrival and Health Screening	Arrival and Health Screening	Arrival and Health Screening	Arrival and Health Screening
12: 50 – 12:55 p.m.	Registration	Registration	Registration	Registration	Registration
1:00 – 1:10 p.m.	Devotions/Assembly	Devotions/Assembly	Devotions/Assembly	Devotions/Assembly	Devotions/Assembly
1:10 – 1:45 p.m.	Lang. Arts	Soc. Studies	Sci. & Tech	Mathematics	Lang. Arts
1:50 – 2:25 p.m.	Lang. Arts	H & W (H)	Soc. Studies	Sci. & Tech	Mathematics
2:25 – 2:40 p.m.	В	R	E	A	K
2:40 – 3:15 p.m.	Sci. & Tech	Mathematics	Lang. Arts	Soc. Studies	H & W (F)
3:20 – 3:55 p.m.	Mathematics	Mathematics	Lang. Arts	Soc. Studies	H & W (P)
4:00 p.m.	Clean-up, sanitization and departure	Clean-up, sanitization and departure	Clean-up, sanitization and departure	Clean-up, sanitization and departure	Clean-up, sanitization and departure