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A Study to Establish Appropriate Policies and Job Descriptions for Classified Employees in the Ralston Public School District

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A STUDY TO ESTABLISH APPROPRIATE POLICIES
AND JOB DESCRIPTIONS FOR CLASSIFIED EMPLOYEES
IN THE RALSTON PUBLIC SCHOOL DISTRICT

A Field Project
Presented to the
Graduate Faculty
University of Nebraska at Omaha

In Partial Fulfillment
of the Requirements for the Degree
Specialist in Education

by
Harry Weichel

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FIELD PROJECT ACCEPTANCE

Accepted for the faculty of The Graduate College of
the University of Nebraska at Omaha, in partial fulfillment
of the requirements for the degree Specialist in Education.

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CHAPTER I

INTRODUCTION

Information on policies, procedures, and regulations is recognized as essential for the operation of a school district. Though many school districts have developed manuals carefully prepared for the general operation of a school district, little has been done in the area of written specific policies for classified employees in a school district.

When a school district has written clear cut policy statements, individuals who are affected by them will be able to have a specific problem answered that was based on a good set of recorded policies and regulations and not on a momentary decision.

It is extremely important that all persons in a school district have a thorough understanding of the responsibilities and duties of each type of worker and their interrelationships with each other. This information can only be transmitted by the use of good written policies.

It is this problem which has brought about this project. At present in the School District of Ralston there is an incomplete set of policies in the school districts policy manual describing responsibilities of classified employees.

At present this group of employees is simply "employees," sent out to do a job with little orientation. They did not know to whom to report their job responsibilities and what fringe benefits they were entitled to receive.

It is intended that all information used in this report will have been gleaned from the best of what has been written, personal experiences and from people who have been or are presently employed in the field. Information included in this report should serve as a guide to the persons employed as secretaries, custodians, teacher aides, and food service personnel in the School District of Ralston.

PURPOSE OF THE STUDY

It is the purpose of this study to establish appropriate policies and job descriptions for classified employees in the School District of Ralston.

DEFINITIONS OF TERMS

Classified Employees. For the purpose of this study, the term "classified employee," shall refer to those persons who are employed by the School District of Ralston in the non-teaching and non-administrative positions.

ASSUMPTIONS

Based upon general comments that have been made by the staff members working in the classified field, there is

a very definite need for a document including policies and job descriptions so that staff members will know what their responsibilities are. The purpose of this study is based on the assumption that when employees know what is expected of them, their job performance will improve.

PROCEDURE

The procedure used in this study was to review as many policy handbooks available on the subject of job descriptions. Much of the information given was on how to organize a policy manual and ideas on what to include.

The second source of information was to review some negotiated policies or agreements between labor unions and various organizations to determine how much they differed and what might have been included as important in a policy manual.

All policies that are to be included in this report have been reviewed by the staff directly involved.

FORMAT

In the first chapter of this study the topic is introduced. The second chapter will deal with related literature. The third chapter will display specifically the policies and job descriptions of the classified employees. The fourth chapter will be used for summary purposes as well as recommendations.

CHAPTER II

REVIEW OF LITERATURE

Personnel policy development is a very important function for a school district to undertake. It is a procedure that can be extremely helpful in outlining what is expected of employees working in the various areas.

Effectively developed policy manuals for the classified employee have generally been overlooked since that group of employees usually is outnumbered by the teaching staff in the school district. It traditionally has been felt that their jobs were not as involved as the educators and therefore, they would not need specific guidelines.

These policy statements, however, are essential tools to be used in the selection of personnel since it will give information to the prospective employee on the evaluation of his performance, salary and salary related benefits, possibility for promotion, and other information pertinent to the best job performance.

Policy statements are written records of the various jobs and staff responsibilities. If the documents are well written, they will be as important in the area of education as they have been in the area of business. Policy manuals

encourage better utilization of all staff members and greater teamwork with a sense of personal security. Used with an organizational chart, the classified school employee can identify his or her position, know responsibilities attributed to that position and understand how his or her position relates to all the other classified school employees.

NEED FOR WRITTEN PERSONNEL POLICIES

The Personnel Policy Manual gives faith and confidence to all staff members and lets them know that the same policies apply to all personnel. It establishes relationships, such as the relationship of supervisor to employee. The lines of communication are open. Staff members know their rights, responsibilities and understand their work in relation to the total activities of the entire system. In addition, the manual aids in orientation of new staff members. They cannot remember all instructions given them when they first begin their duties. The manual gives the employee confidence by making the employee aware that there are written policies for reference when a specific need arises.

In an article written for the American School Board Journal by Keith Goldhammer in 1964 it is stated that:

Clearly stated policies which define the roles of participants in an organization are necessary so that individuals can clearly

understand their official obligations as well as those of others associated with them. These policies should be written, and they should be subject to constant review, evaluation, and revision. A written statement of policies establishes the foundation for securing mutual expectations for the performance of responsibilities. It also establishes, at least informally, the rules and boundaries for acceptable action.¹

Much of the material written on policy statements and job descriptions is very similar in nature, as can be observed when comparing the above reasons for job descriptions with that of an article from the International Labor Office on Job Evaluation.

The purpose of a job description is to provide information about the actual content of a job. Usually job descriptions include indications of the purposes of the various tasks involved, the frequency with which these tasks have to be performed and the environment and conditions in which the work is done, the tools and equipment used, the nature and degree of supervision received or given, the degree of skill, knowledge, accuracy, judgment and attention required and the responsibilities involved.²

DEVELOPMENT OF POLICIES AND PROCEDURES

The ASSPA has recommended guidelines to aid in formulating the specific policies and procedures necessary to carry out particular personnel functions:

1. For each policy, there should be a well for-

¹Keith Goldhammer, The School Board, 1964, P. 68.

²International Labor Office Job Evaluation, (Geneva, Switzerland, 1960), p. 39.

mulated and generally understood procedure.

2. Policies and procedure statements should be developed through cooperative endeavor in which the staff is involved.
3. Coleson consensus in policy development is preferable to compromise of conflicting groups and interests.
4. There should be a clear differentiation between general Board of Education rules and regulations and the personnel administrative procedures.
5. Provision should be made for effective implementation of personnel policies and procedures at the time of their formulation.
6. Lines of responsibility in authority for the execution of policies and procedures should be clearly defined.
7. Policies and procedures should be clearly and concisely stated.
8. Staff members should be provided copies of operating personnel policies and procedures.
9. A deliberate effort should be made to explain and interpret policies and procedures to new teachers.
10. Policies and procedures must be periodically interpreted in order to keep staff members reasonably well informed.
11. Review and revision in personnel policies and procedures are necessary in order to keep them current and relevant to the needs of the staff.³

No single set of policies can be formulated to encompass all school districts. This would be an impos-

³Prentice Hall Editorial Staff and a Board of Forty-six Contributors, School Executive's Grade, (Englewood Cliffs, New Jersey: Prentice Hall, Inc., 1964), p. 76.

sible task, since there are so many different situations that would have to be covered. However, many ideas may be used from many other local school district policy manuals.

Content used in the following policy manual has been developed to meet an existing need. It was of utmost concern that all staff members be treated equally, and this concern has brought about a formulation of the policy manual for this specific study. Few guidelines and little assistance were received from library reference material, since it appears most districts have developed their own policies and do not publish them in national publications.

Manuals setting forth policies for the personnel of the school district are recognized as extremely valuable for the school employee. When such manuals are well written and sufficiently comprehensive they are of use to the administrative staff for carrying out their particular duties. If policy manuals are used in the proper way they will clarify personnel relationships, assist the staff member in meeting his responsibilities and serve as a tool for effective staff relationships.

CHAPTER III

POLICY AND JOB DESCRIPTIONS

The purpose of this handbook is to present a plan of school organization, operation, and practice which may assist all employees of the Board of Education of the School District of Ralston to proceed with assurance as they work together with the various agencies, groups and individuals in the interest of good schools for the children of this community.

This information is given to each employee for individual reference and should be referred to when any questions regarding working conditions and regulations arise. Because of various working situations within the school district, it is impossible to include every item of information and every interpretation to individual situations that might arise during the school year. When a question arises, do not hesitate to refer the matter to your supervisor. If the answer is not readily available, the supervisor will pursue the matter further in order to obtain an appropriate answer.

We look forward to your continued association with the school district and hope that you will continue to have interest in your position so that the School District of Ralston can offer the best possible educational program.

Non-instructional personnel play an important part in the efficiency of the School District of Ralston even though their duties may not relate directly to classroom instruction. The position which you hold and the manner in which you perform have a direct relationship to the ability of each teacher to better perform his responsibilities in the educational program.

CLASSIFIED STAFF GENERAL POLICIES

1. Policies and Purposes

- A. Uniform and fair treatment of all classified personnel will be practiced to promote the welfare of the individual and that of the school district.
- B. The importance of the contribution of the classified personnel to the education program will be recognized.
- C. Classified personnel rules, regulations, qualifications and procedures will be established to enable staffing the schools with the best classified personnel possible.
- D. Salaries will be provided for classified personnel to enable the School District of Ralston to attract and retain well prepared and capable employees.
- E. Needed benefits will be provided to promote staff welfare.
- F. Personnel will be selected on the basis of personal qualifications without reference to sex, race,

color or creed.

2. Definition of Classified Personnel

The classified personnel of the School District of Ralston shall include all regularly employed maintenance, custodial, cafeteria, secretarial and teacher aides.

3. Physical Examination

- A. A physical examination will be required of all personnel every third year from the date of last examination. However, an annual physical is strongly encouraged. Upon proof of examination, the board will provide twenty-five dollars per employee allowance for such examination.
- B. All cafeteria personnel will be required to secure an annual physical examination for their own protection, as well as that of the pupils with whom they are in contact. The Board of Education will pay twenty-five dollars of the cost for each physical examination.

4. Employment

All appointments will be contingent upon satisfactory performance in rendering needed services.

5. Full-time Employees - Classified

- A. The ten or twelve month employee will include all clerical, secretarial, maintenance and custodial employees.

B. Nine month employees are those who work less than forty hours per week. This includes cafeteria staff and teacher aides.

6. Part-time Employees - Classified

Employees who are not in 'A' or 'B' in the above are considered part-time employees and do not qualify for fringe benefits.

7. Workmens Compensation

The School District of Ralston carries Workmen's Compensation coverage for all employees.

8. Grievance Procedures

A "grievance," is a complaint by a staff member or a group of staff members based on an alleged violation, misinterpretation, or misapplication by the school system of terms and conditions of professional service. The term "grievant," will include any staff person employed by the School District of Ralston.

The intent is to resolve grievances at the appropriate level as efficiently and conveniently as possible. The grievance procedures are stated as briefly and simply as possible so that everyone understands their availability.

Format

Decisions reached in steps three, four, and five will be signed by both parties and copies sent to

the Board of Education and the agrieved party.
It is intended that the decisions reached herein
are final.

Step I

The grievance shall be presented orally by the
grievant to the immediate supervisor.

Step II

If a satisfactory adjustment of such grievance
shall not thereby be reached within twenty-four
hours, thereafter, it shall be presented in writing
to the immediate supervisor of the grievant who
within three school days, thereafter, presents a
decision therein in writing to the grievant.

Step III

If a satisfactory adjustment of such grievance
shall not thereby be reached, it shall be presented
in writing to the Superintendent of Schools or his
designated representative who will, within two
school days, thereafter, present a decision thereon
in writing to the grievant.

Step IV

If a satisfactory adjustment is not thereby reached,
it shall be presented in three days in writing to
the Board of Education who will hear the grievance
within fifteen days and shall present a written
decision to the grievant within five days following

the hearing.

9. Leave of Absence and Sick Leave Policies

Classified staff members of the School District of Ralston will receive sick leave and personal leave benefits as outlined in each of their individual policies.

10. Hiring of Relatives

It will be the general practice of the Board of Education that when relatives of present staff members are employed, they will be placed in different buildings.

11. Communications by Employees to Board of Education

All communications concerning school business from the board to employees and from the employees to the board shall be made through the proper supervisor in the central office building. All communications must follow the chain of command. Complaints and comments must first be handled by the employees' direct first line supervisor, then on to the general supervisor and finally to the Assistant Superintendent of Administrative Services.

12. Salary Provisions

Salaries of all classified employees will be recommended by the Assistant Superintendent for Administrative Services and approved by the Board of Education to become effective as of September 1.

All employees will be paid on the eighteenth day of each month.

13. Outside Employment

- A. All supervisor and maintenance personnel who are on call shall not have outside employment that will interfere with performance of their duties as assigned by the Assistant Superintendent of Administrative Services.
- B. Outside employment for all other employees shall not interfere with the normal work load assigned by the school district.

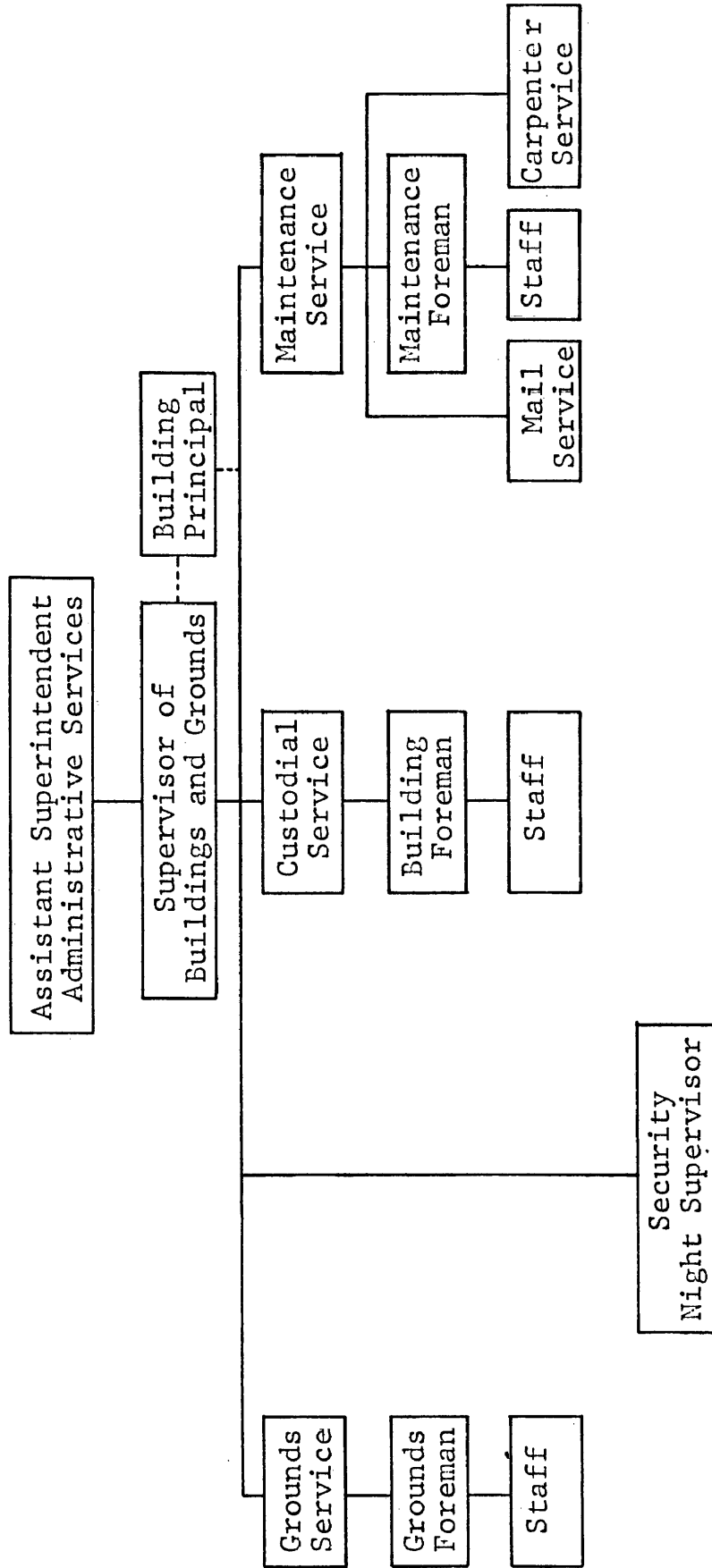
14. Termination of Employment

All classified personnel may request release from employment at their discretion. Such request will be in writing and submitted two weeks in advance of the intended termination date. Classified personnel employment may be terminated at any time upon the recommendation of the employees immediate supervisor and the Assistant Superintendent for Administrative Services if the employee fails to cooperate with the supervisor, violates established regulations or performs unsatisfactory services.

An Organizational Chart Showing

Lines of Authority and Responsibility in the

Area of Buildings and Grounds



Custodial and Maintenance Personnel

1. General Policies

A. Qualifications

Applicants for custodial positions must comply with the following requirements for eligibility:

- a. The applicant must prove to be physically and mentally fit to perform the duties which pertain to his assignment.
- b. The applicant will be of good moral character and not addicted to the use of intoxicating liquor or narcotic drugs.
- c. The applicant will be clean and neat in appearance.
- d. The applicant will have acceptable experience in this type of work elsewhere or should exhibit an interest if there is no previous experience.
- e. The applicant shall possess those special skills necessary to perform his own job assignment.
- f. The applicant will meet all statutory requirements specified by the State of Nebraska.

B. Appointment of Maintenance and Custodial Personnel

Appointments will be made by the Assistant Superintendent for Administrative Services.

C. Terms of Employment

- a. All custodians and maintenance personnel are

employed on a twelve month basis, forty hours per week and will receive time and one-half pay for all approved overtime.

- b. Starting pay is three dollars and fifty cents (\$3.50) per hour.
- c. Credit may be given for like experience outside the School District of Ralston.
- d. Ten thousand dollars (\$10,000) life insurance policy will be paid in full by the School District of Ralston.
- e. The School District of Ralston will provide Blue Cross/Blue Shield, single plan, hospitalization insurance. After three consecutive year of employment the School District of Ralston will pay the full family plan insurance for each employee.
- f. The School District of Ralston will provide seventy per cent (70%) disability insurance.
- g. Each custodian and maintenance personnel will receive three uniforms per year.
- h. Each employee is entitled to two weeks vacation to be scheduled during summer months when school is not in session. Each employee will be entitled to three weeks vacation after ten years employment in the School District of Ralston.

D. Retirement for Maintenance and Custodial Personnel

The Board of Education will make available to maintenance and custodial personnel the retirement benefits of the Federal Insurance Contribution Act and the Nebraska Public Employees Retirement Plan. All maintenance and custodial personnel will automatically be retired when said person reaches the age of sixty-six on or before September 1 of each school year. Exception will be made for part-time work only.

E. Hours and Employment

The hours of employment are determined by the Assistant Superintendent for Administrative Services.

F. Overtime Maintenance and Custodial Personnel

Recognizing that extra work will be required from time to time and that a definite policy will permit proper administration and control, the following guideline shall govern authorized overtime:

- a. Emergency maintenance of buildings including the repair of essential building systems and apparatus, structural repair of buildings where safety and/or protection of facilities is advisable.
- b. Repairs to grounds where safety and protection is advisable.

- c. Removal of snow and ice to the extent of reducing hazardous conditions.
- d. Additional custodial service, resulting from reduced work force when caused by excessive illness and/or unfilled positions.
- e. Extra activity services occurring on non-working days and school sponsored, including athletic events, student activities and programs.
- f. When usual and non-reoccurring requirements involving specific projects must be completed and normal work time is insufficient to complete the work by a previously established date.
- g. Each instance of overtime will need prior approval by the employee's supervisor and reported on the payroll cards provided for that purpose.

G. Assignment and Transfer of Maintenance and Custodial Personnel

All maintenance and custodial assignments are to be made by the Assistant Superintendent for Administrative Services upon the recommendation of the employees' immediate supervisor in a manner that is keeping with the best interest of the school district.

H. Attendance at Training Schools

Members of the maintenance and custodial staff may be required to attend training schools, workshops

and courses of instruction.

I. Line of Authority

Maintenance personnel and custodians shall follow such general directions as may be given by their supervisor, building principal and all are responsible to the Assistant Superintendent of Administrative Services.

The instruction and assignments given to maintenance and custodial personnel are to be completed without change unless by the consent of the supervisor. Duties of maintenance and custodial personnel such as setting up for programs, moving needed furniture, errands for children, issuing teachers supplies, and other routine duties and building maintenance will be worked out with the building principal.

J. Characteristics of a Good Custodian

Appearance is important. A custodian appears well if appropriate clothes are neat and clean. In addition, language is chosen carefully and spoken in a well modulated voice without resorting to yelling.

Attitude is expressed in cheerfulness toward the job. An effort is made to work harmoniously with the staff, and not shirking or complaining about

the work. The custodian does not drink nor smoke on duty. Friendly, courteous conduct makes a good example for children. In all situations honesty, careful decisions and sincerity in efforts is expected.

The custodian meets many people during working hours. Teachers, pupils, PTA members, visitors to the building, and workmen confront the custodian. A friendly, courteous custodian contributes much to the impression given by the school. Special attention to the PTA members and to all parents pays large dividends. It is commendable when a custodian removes the snow from sidewalks earlier than do most of the neighbors. Neighbors often express their appreciation of his work. The good custodian sets high standards of housekeeping and takes pride in keeping the buildings and grounds in excellent condition. The custodian is prompt and accurate in submitting reports and is cooperative in planning the work to be done. The custodian does not overstep the authority given to the position and is alert to building needs, including repairs and improvements. Equipment and materials are checked consistently and the removal of surplus and excess items is recommended. The custodian is anxious to accomplish tasks, and does not hesitate

to contribute extra time when something needs attention. When emergencies arise the custodian is available and willing to help as much as needed. The building should be warm when the teachers arrive, especially on Monday morning. Consideration and patience is shown toward other employees.

K. Snow Days

All custodial and maintenance personnel are expected to be on duty even though school may be dismissed because of snow and students are not in the buildings. It is extremely important that all maintenance and custodial staff are in their buildings or on duty to remove snow, make sure that furnaces are in operation and that the plant is operating properly. If school has been called off, it is for the safety of the children walking to and from school on icy and snowy streets and will not be considered a vacation day for the working staff.

2. Supervisor of Buildings and Grounds

A. Qualifications

The Supervisor of Buildings and Grounds should have a desirable background, experience in the area or equivalent experience in a related area, or training in buildings and grounds maintenance.

B. Appointment

The Supervisor of Buildings and Grounds will be

appointed by the Board of Education upon the recommendation of the Assistant Superintendent of Administrative Services.

C. Terms of Employment

The Supervisor of Buildings and Grounds will be appointed for a term of twelve months, July 1 to June 30, with two weeks allocated for vacation. After ten consecutive years of employment the employee is eligible for an additional week.

D. Responsible to Assistant Superintendent for Administrative Services

The Supervisor of Buildings and Grounds is responsible to the Assistant Superintendent of Administrative Services and will seek his guidance.

E. Duties

The Supervisor of Buildings and Grounds is responsible for the operation and maintenance of the physical plant of the School District of Ralston. The area of plant operation consists of all those activities necessary for keeping the buildings, grounds, and equipment in constant state of repair to protect the extensive investment of the community and school property. The Supervisor of Grounds is responsible for the development and

maintenance of the grounds. In both areas, the supervisor will work closely with other departments and principals making certain that orders do not conflict and everything is done in harmony.

More specifically, this person's responsibilities are:

- a. Recommend for employment capable and reliable persons and supervise their placement and promotions in the area of maintenance.
- b. Provide various types of instruction which will lead to the improvement of workers skill and efficiency.
- c. Maintain a file of materials and equipment in use and a file of architectural specifications and drawings of buildings which have been completed.
- d. Administer the departmental budget and keep requisitions within the adopted budget.
- e. Administer the custodial program for the system.
- f. Inspect, maintain and care for all electrical systems and equipment, plumbing and heating equipment.
- g. Supervise the work done by the custodial staff, assuring completion of the assigned work schedules.
- h. Inspect buildings for sanitation and clean-

lines.

- i. Instruct custodians in a correct work procedure, use of supply, safety, and fire prevention.
- j. Constantly test and inspect new material, equipment, and methods and instruct personnel in their use.
- k. Cooperate with principals and teachers in solving custodial problems with the least possible interference with school operations.
- l. Revise schedules as necessary during emergency periods and absence of employees.
- m. Approve orders for custodial supplies.
- n. Supervise the repair and installation of all plumbing, burner controls, venting systems, boilers, and heating facilities within the school district.
- o. Be responsible for annual boiler inspections, cleaning of all fluid and functional parts, and making all necessary reports. Boiler water samples will be taken each month and sent to the laboratory for report.
- p. Maintain a building upkeep schedule so that periodic renovations may be completed, such as painting.
- q. The Building Supervisor will be responsible for

immediate and long-range objective planning in the area along with continual evaluation of the staff.

3. Head Building Custodian

A. Qualifications

The Head Building Custodian shall have a desirable background and experience or equivalent training in building upkeep and maintenance.

B. Appointment

The Head Building Custodian will be recommended by the Supervisor of Buildings and Grounds to the Assistant Superintendent of Administrative Services.

C. Terms of Employment

The Head Building Custodian will be appointed for a term of twelve months, July 1 to June 30, with two weeks allocated for vacation. After ten years of service one additional week will be added.

D. Responsible to Supervisor of Buildings and Grounds

The Head Building Custodian shall be responsible to the Supervisor of Buildings and Grounds and will work cooperatively with the building principal in the building assigned.

E. Duties and Responsibilities

The building supervisors shall divide the work load as evenly as possible and it shall include the work necessary for good housekeeping and maintenance of

the building and its entrances. A job description will be provided to each custodial assignment. Each head custodian eliminates all unsafe practices.

Responsibilities in the Building Care

Because of their daily use, daily cleaning is necessary for all floors of rooms. Entrances to the building should be cleaned as needed. It may be necessary to sweep halls several times each day. All floors must be kept free of gum, clay, paint, and grime. Damp mopping of entrances may be necessary in bad weather. Floors should be waxed and buffed and spray cleaned as needed. Carpets shall be vacuumed daily and spot cleaned as needed.

Restroom lavatories, urinals, toilet stools and water fountains are to be cleaned daily and kept in good condition at all times. Walls and partitions are to be kept clean and free of writing. Paper dispensers and mirrors shall be clean and floors scrubbed daily. Soap, towels and tissues are to be supplied where needed.

Dusting shall be done by the custodian assigned to the areas. Furniture and woodwork shall be dusted daily. Walls and woodwork shall be maintained by cleaning as needed. Door glass in entrances and classes shall be kept clean of fingerprints through

daily care.

Light fixtures are to be kept as clean as possible. They should be dusted each month and washed once a year. Lamps and starters are to be replaced by all custodians and bulbs shall be replaced by the maintenance department.

Buildings must be unlocked in the morning at the proper time. When the building is first opened each morning, check all heating equipment and the temperature in the building. Check each of the freezers and coolers as well as the domestic hot water heaters. All windows and doors are to be closed and locked at a specific time each evening. Lights are to be turned out when they are not needed. Special care must be taken by all custodians to see that the buildings are locked and that the lights are out.

Proper disposal of waste material shall be done daily.

Responsibilities in Heating, Ventilating and Air-conditioning.

Safe operation of heating, ventilating and air-conditioning equipment is the responsibility of the Head Custodian. The best possible operation

is expected with available fuel and equipment.

There is a responsibility for keeping the heating and air-conditioning equipment and all the accessories in a safe working condition by giving regular attention (where applicable) to water columns and safety valves. The Head Custodian should inspect steam and return lines for possible leaks and have them repaired by the maintenance department. Auxiliary equipment, such as fans, pumps, motors and air compressors should be kept clean and oiled when needed. A record should be kept of the location of the service given. All heating units and air-conditioning filters are to be checked monthly and replaced as needed. Belts should be checked on all equipment monthly, replacing as needed and keep such equipment in good working condition through regular inspections. Reports will be made on electrical hazards and lights and switches checked for proper operation.

The boiler room and custodial room should be kept free of rubbish and debris and swept and washed down when needed.

Regular weekend and holiday checks of heating plant and temperatures are required to prevent possible freezeups during these periods.

Repairs of equipment, furniture, and buildings are the responsibility of the Head Custodian. Minor repairs and preventative maintenance checks and repairs are made by the Head Custodian. Request for emergency repairs to maintain plumbing, heating, lighting and building security may be phoned to the Buildings and Grounds Supervisor. Request for all other repairs are to be submitted in writing on a maintenance request form. Note whether a request is by phone or in writing and make it specific. Give the location of the problem and other information that would be of help to the maintenance department.

When a new employee is assigned to the building, the Head Custodian will work with the new employee until that person knows how to do the job and know what is expected.

The Head Custodian is responsible for the requisition of supplies to be used by the building staff. A check should be made to assure that supplies are being used as intended.

The Head Custodian shall be responsible for picking up trash on the grounds, snow removal from entrances, and spreading ice melter as needed to prevent a hazard.

4. Building Custodial Personnel

A. Qualifications

Building custodial personnel should have a desirable background in the area of general housekeeping or be willing to take training along these lines.

B. Appointment

The building custodian shall be appointed by the Supervisor of Buildings and Grounds with the approval of the Assistant Superintendent for Administrative Services.

C. Terms of Employment

The building custodian will be appointed for a term of twelve months, July 1 to June 30 with two weeks allocated for vacation. After ten consecutive years of service to the school district the employee will be eligible for three weeks vacation.

D. Building Custodian

The building custodian is directly responsible to the Head Building Custodian.

E. Basic Custodian Duties

The custodian shall carry out the responsibilities and work as scheduled by the Head Custodian.

The custodian shall sweep or vacuum the halls, offices, rooms and other assigned areas. All assigned areas will be dusted, cleaned and rest-

rooms sanitized and soap, towels, and tissues supplied as needed in the assigned area. If there are resilient floors it may be necessary to spray clean them as needed to keep each area in an approved condition. Custodial rooms should be clean and properly stocked. Spot clean carpet as needed.

The custodian shall be responsible for locking the building and turning out lights that are not needed for the work area. Custodians shall report needed repairs in building maintenance needs to the Head Custodian.

5. Grounds Foreman

- A. The Grounds Foreman shall have a desirable background experience or equivalent in upkeep of buildings and grounds.
- B. The Grounds Foreman will be appointed by the Supervisor of Buildings and Grounds upon recommendation of the Assistant Superintendent of Administrative Services.

C. Terms of Employment

The Grounds Foreman will be appointed for a term of twelve months, July 1 to June 30, with two weeks allocated for vacation. After the tenth year of consecutive employment with the School District of Ralston, a three week vacation will be provided.

D. Responsible to Supervisor of Buildings and Grounds

The Grounds Foreman is responsible to the Supervisor of Buildings and Grounds and shall work cooperatively with him concerning the long-range plans for grounds development in the school district.

E. Duties

- a. The Grounds Foreman shall be responsible for assigning daily work to those staff members assigned to grounds work including all full-time and part-time employees.
- b. The Grounds Foreman shall submit to the Supervisor of Buildings and Grounds a long-range plan for the care of lawns and play fields of the school district, including fertilizing, weed control and landscaping.
- c. The Grounds Foreman shall be responsible for the regular and routine maintenance of all grounds and equipment, including the trucks, pickups and tractors.
- d. The Grounds Foreman shall aid in the screening of employees that will be assigned to the grounds area.
- e. The Grounds Foreman shall submit twice each year a written evaluation of all staff members under his supervision on or before December 31 and again on or before June 30.

- f. The Grounds Foreman shall be the only person on the grounds staff authorized to purchase supplies and equipment after having received approval from the Supervisor of Buildings and Grounds.
- g. The Grounds Foreman shall be responsible for seeing that snow removal takes place. The approximate gage to be used is that while school is in session all driveways will be kept clear so that parents can pick up their children. This can be done by assigning schools to each individual piece of snow moving equipment. If it begins to snow in the evening the rule then is that when the snow reaches two inches, removal should begin.

6. Grounds Personnel

A. Qualifications

Grounds personnel should have a desirable background and experience in the area of care and maintenance of grounds.

B. Appointment

Grounds personnel will be appointed upon the recommendation of the Grounds Foreman with the approval of the Supervisor of Buildings and Grounds.

Grounds personnel will be employed for a term of twelve months, July 1 to June 30 with two weeks

allocated for vacation. After ten years of consecutive employment with the School District of Ralston they will be entitled to three weeks of vacation with pay.

C. Responsible to the Grounds Foreman

Grounds personnel are responsible to the Grounds Foreman and will follow his directions.

D. Duties

- a. Grounds personnel work directly with the Grounds Foreman in the maintenance and upkeep of all school district owned vehicles and equipment specified for grounds use.
- b. Grounds personnel will be on call at all times during inclement weather to aid in snow removal so that school may begin on schedule each day.
- c. Grounds personnel are to be alert to the needs of grounds maintenance within the district and report any irregularities to the Grounds Foreman.

7. Maintenance Personnel

A. Qualifications

Maintenance personnel for the School District of Ralston shall have a desirable background and experience or its equivalent in training for general maintenance within the school district. Since the School District of Ralston is not large

enough to hire a tradesman in each area, it is important that anyone employed have a good general background in emergency repairs.

B. Appointment

Maintenance personnel will be employed by the Board of Education upon recommendation of the Assistant Superintendent of Administrative Services.

C. Terms of Employment

Maintenance personnel will be employed for a term of twelve months, July 1 to June 30 with two weeks allocated for vacation. After ten years of continuous service to the School District of Ralston, maintenance employees become eligible for three weeks of vacation with pay.

D. Responsible to Supervisor of Buildings and Grounds

All maintenance personnel are responsible to the Supervisor of Buildings and Grounds.

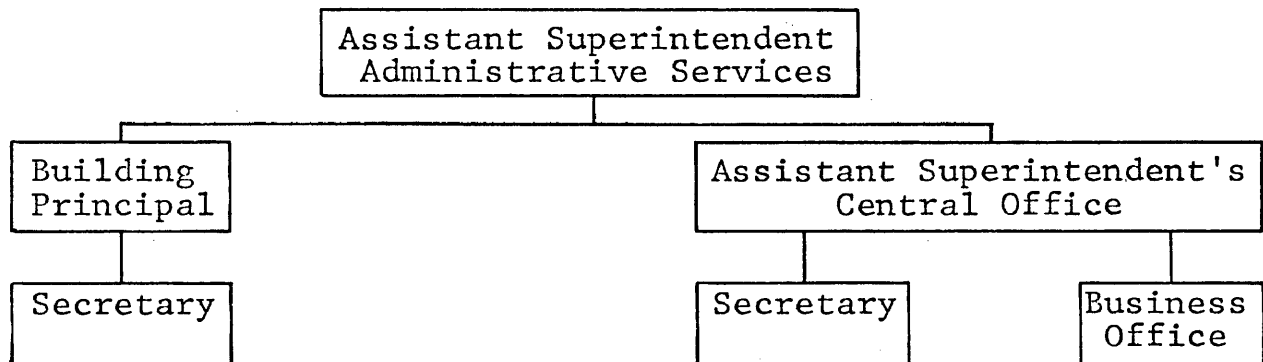
E. Duties

- a. The maintenance personnel are to repair and maintain all plant equipment that is owned by the School District of Ralston and keep it in good repair.
- b. Maintenance personnel report to the Supervisor of Buildings and Grounds all repairs needing attention if unable to repair so that outside assistance can be notified. It is not to be considered as a shortcoming to admit inability

to repair certain complicated pieces of equipment.

- c. Maintenance personnel are to assist grounds crews during snow and emergency situations.
- d. Maintenance personnel are to present to the Supervisor of Buildings and Grounds long-range maintenance programs for the School District of Ralston.
- e. Maintenance personnel will be on call at all times for emergency situations.

An Organizational Chart Showing
Lines of Authority and Responsibility in the
Area of Secretarial Assistance



Secretarial Personnel

General Policies

A. Qualifications

The secretary or clerical worker shall possess the necessary technical skills that are required by the particular position to which assigned. Previous experience is desirable but not an absolute requirement.

B. Appointment

Secretaries will be appointed by the Assistant Superintendent for Administrative Services. Such appointment, however, will be made with the mutual agreement of the Assistant Superintendent for Administrative Services and the secretary's immediate supervisor.

All secretarial appointments are contingent upon satisfactory service. The Assistant Superintendent for Administrative Services and the immediate supervisor may terminate the secretary's services by giving a two week notice if the service is unsatisfactory. High school student trainees may be employed on a part-time basis.

C. Assignment and Transfer of Secretaries

All assignments and transfer of secretaries are to be made by the Assistant Superintendent for Administrative Services with the mutual agreement of the

supervisor involved. If an employee position is abolished or an employee terminated, the employee will not automatically transfer to another position open in the district. If the secretary is qualified for the position application may be made for the position following the same procedures as for employing a new applicant.

D. Terms of Employment

- a. All secretary personnel will be employed on either a ten month basis, an eleven month basis, or a twelve month basis. Regardless of the number of months worked, all secretaries will be expected to work forty hours per week.
- b. Starting pay will be four hundred twenty-five dollars (\$425) per month at individual schools and four hundred fifty dollars (\$450) per month at the central office.
- c. Credit may be given for like experience outside the School District of Ralston.
- d. A ten thousand dollars (\$10,000) life insurance policy paid in full by the School District of Ralston is provided.
- e. Blue Cross/Blue Shield hospitalization insurance, single plan, is provided for each secretary. After three years of employment in the School District of Ralston, the school district will

add a family plan for each employee.

- f. The School District of Ralston will provide seventy per cent (70%) disability insurance.
- g. Each employee shall receive yearly, upon proof of taking a physical, a twenty-five dollar allowance for the payment of the physical.
- h. Each twelve month employee is entitled to two weeks vacation which will be scheduled during the summer months when school is not in session.
- i. Each employee will be entitled to three weeks vacation after ten years of employment in the School District of Ralston.

E. Retirement for Secretarial Personnel

The Board of Education will make available to secretarial personnel the retirement benefits of the Federal Insurance Contribution Act in the Nebraska Public Employees Retirement Plan. All secretarial personnel will automatically be retired when the said person reaches the age of sixty-six on or before September 1 of each school year. Exceptions will be made for part-time work only.

F. Hours of Employment

The hours of employment will be determined by the Assistant Superintendent of Administrative Services.

G. Duties

Secretarial (Elementary - Secondary)

The general secretarial duties by building are

outlined as follows:

- a. Maintain an accurate school enrollment file.
- b. Register new students and obtain cumulative records.
- c. Send student records from this school to another school on transfer.
- d. Prepare a yearly inventory of all general supplies.
- e. Help with ordering general supplies.
- f. Prepare and file purchase orders.
- g. Type and file correspondence.
- h. Aid in the preparation of class lists, teachers manuals, teacher evaluations, and budgets.
- i. Distribute building mail.
- j. Open and distribute supplies, check purchase orders, and return purchase orders to central office for payment.
- k. Help with accounting and maintaining a budget book.
- l. Do general filing.
- m. Prepare bank deposits for special activities.
- n. Administer emergency first aid and notification of parents if necessary.
- o. Perform receptionist duties; answering the telephone and intercom, receiving and distributing messages, welcoming and registering

visitors in the building.

- p. Prepare materials using machines.
- q. Establish weekly enrollment for the principal's report and typing both for distribution.
- r. Record all substitute teachers used in the building and fill out proper reports.
- s. Assist principal in notifying staff in case school is canceled.
- t. Develop and maintain positive public relations between staff, students, and community.

Superintendent and Board of Education Secretary

The secretary assigned to the Superintendent and Board of Education will have the following duties:

- a. Serves as Superintendent's personal and private secretary.
- b. Maintains files for the Superintendent's office.
- c. Maintains communication records on all correspondence.
- d. Coordinates all correspondence to staff members during the year.
- e. Prepares agendas for administrative staff meetings, makes all arrangements prior to meetings and keeps minutes of the administrative staff meetings.
- f. Prepares board minutes and agendas.
- g. Informs board members of all events.

- h. Prepares board booklets prior to meetings with necessary materials.
- i. Records board minutes and keeps regular files.
- j. Makes arrangements for board members.
- k. Serves as a coordinator for materials with a Public Relations Director and Superintendent's Advisory Council.
- l. Prepares agendas and maintains minutes of the Administrative Council of Teachers.
- m. Prepares reports on accreditation as assigned by the Superintendent.
- n. Maintains central office files in the business office as assigned by the Superintendent.
- o. Reports directly to the Superintendent of Schools.

Personnel Secretary (Central Office)

The secretary assigned to the Assistant Superintendent for Personnel will have the following duties:

- a. Keep up-to-date application file for teacher vacancies.
- b. Types all contracts for new and returning teachers and administrators.
- c. Keeps an active file on all teachers and administrators in the system and also terminated teachers.

- d. Responsible for all state reports on certified personnel.
- e. Responsible for maintaining all federal reports under the responsibility of any assistant superintendent.
- f. Responsible for keeping an up-to-date substitute teacher list and to coordinate this information with the building principals.
- g. Responsible for keeping teachers informed as to when their certificates are up for renewal.
- h. Responsible for keeping track of physical examination forms and keeping an up-to-date list for reimbursement by the bookkeeping department. Also, informs teachers if past due in having a physical examination.
- i. Filling out daily absence reports for substitute teachers for their pay and giving them to the bookkeeping department for payment.
- j. Keep track of all salary adjustment schedules for adjustment in salaries.
- k. Reading of transcripts and keeping up-to-date adjustments on teacher's transcripts so the information is available when new contracts are issued.
- l. Typing all letters that pertain to the area of personnel.

- m. Typing and sending out letters to keep colleges and universities informed of teaching vacancies within the school system.
- n. Reports directly to the Assistant Superintendent for Personnel.

Receptionist (Central Office)

The receptionist will have the following duties:

- a. Responsible for all incoming telephone calls.
- b. Responsible to provide assistance in typing projects as assigned by the Superintendent.
- c. Responsible for recording and metering all outgoing mail.
- d. Responsible for making visitors feel at ease and welcome by greeting, offering assistance, coffee, and a seat.
- e. Responsible for signing of packages that are delivered, but making sure that they belong to the school district.
- f. Reports directly to the assistant superintendent to which she is assigned.

Bookkeeping (Central Office)

The Head Bookkeeper will have the following duties:

- a. Banking
- b. Payroll
- c. Insurance
- d. Titles

- e. School district general fund
- f. Building fund
- g. Personnel retirement records
- h. Financial reports

The Assistant Bookkeeper will have the following duties:

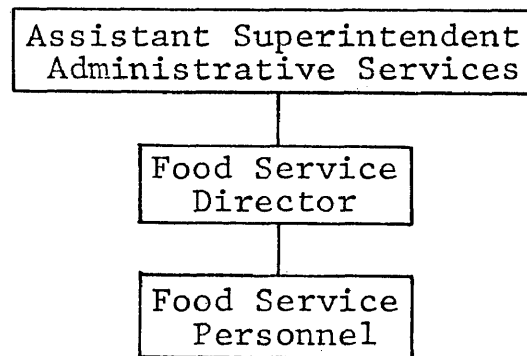
- a. Accounts payable
 - b. Purchase orders
 - c. Order supplies
 - d. Office fund checks
 - e. Financial accounting to the head bookkeeper
- Curriculum and Administrative Secretary (Central Office)

The secretary assigned to the Assistant Superintendent for Curriculum and the Assistant Superintendent for Administrative Services will have the following duties:

- a. Responsible for the typing of letters, forms, and other correspondence. Keeping a copy of all correspondence carried on by curriculum and administrative assistant superintendents.
- b. Responsible for keeping general files in order.
- c. Responsible for enrollment cards (keeping an up-to-date record on enrollment in the schools in the district):
- d. Responsible for sending in fire drill forms from every school each month of the school year.

- e. Keep curriculum catalogues in order and up-to-date.
- f. Contact schools regarding meetings, forms, schedules, and other bulletins.
- g. Type report to board from assistant superintendents.
- h. Responsible for the up-keep of schedules of teachers within the district.
- i. Responsible for typing all curriculum forms to be filed with the state.
- j. Responsible for assembling, maintaining and filing of all curriculum materials used in the school district.
- k. Directly responsible to the Assistant Superintendent for Administrative Services and Assistant Superintendent for Curriculum.

An Organizational Chart Showing
Lines of Authority and Responsibility in the
Area of Food Service



Director of Food ServicesGeneral PoliciesA. Qualifications

The Director of Food Services should have experience and background in the management of cafeteria programs.

B. Appointment

The Director of Food Services shall be appointed by the Board of Education on the recommendation of the Assistant Superintendent for Business Affairs.

C. Term of Employment

The Director of Food Services' term of office is for a ten month period to run from August 15 through June 15.

D. Responsible to Assistant Superintendent for Administrative Services

The Director of Food Services is responsible to the Assistant Superintendent for Administrative Services and will seek his guidance. Through the Assistant Superintendent for Administrative Services the Director of Food Services is responsible to the Superintendent of Schools, and the Board of Education.

E. Duties of the Director of Food Service

a. The Director of Food Service will direct and

organize the lunch program of the schools.

- b. The Director of Food Service will prepare the menus, select, train and supervise the personnel in charge of the preparation and service of foods, and select the commodities and foods needed by the program.
- c. The Director of Food Service will report as required by the Superintendent of Schools and the State Director of the School Lunch Program.
- d. The Director of Food Service will work cooperatively with the Assistant Superintendent for Business Affairs in budgeting and purchasing commodities, equipment and supplies.
- e. A good public attitude toward the lunch program should be encouraged.
- f. Eligibility will be established and lunches provided for children of low income families where need is indicated.
- g. The Director of Food Service will integrate the school lunch program with the total educational program through the teaching of nutrition by classroom visitations and the provision of instructional materials and aid to be used by regular classroom teachers.
- h. The Director of Food Service will assume responsibility for the collection and account-

ing of lunch funds.

- i. A monthly report and a current report on budget status will be available.

Cafeteria Personnel

General Policies

A. Qualifications

Applicants for cafeteria positions must comply with the following requirements for eligibility:

- a. The applicant will be physically fit to perform the duties required.
- b. Preferably, the applicant will have had experience in institutional cooking; however, other evidence as to adequate qualifications will be acceptable.
- c. The statutory requirements as specified by the State of Nebraska must be met.

B. Appointment

Cafeteria personnel will be appointed upon the recommendation of the Director of Foods Service and approval of the Assistant Superintendent for Business Affairs with final approval by the Board of Education.

C. Employment

All appointments are contingent upon satisfactory service and the need for rendering of such services. In the event of termination procedures, the em-

ployees will be given a minimum of two weeks notice in writing. Lunchroom employees may be terminated immediately by the Assistant Superintendent for Business Affairs if at any time the employee fails to cooperate with her supervisors or is in violation of established rules, regulations and/or performs unsatisfactory services.

D. Physical Examination

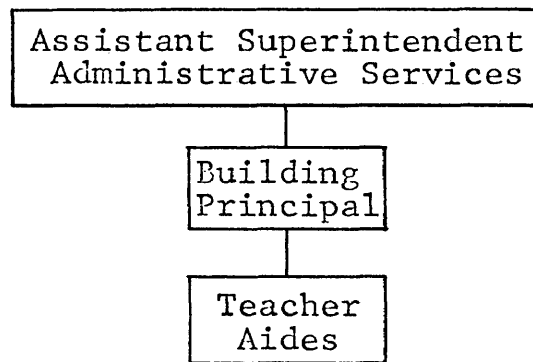
- a. All cafeteria personnel new to the School District of Ralston will obtain a medical examination from a licensed physician. The physicians report should reach the Assistant Superintendent for Business Affairs office before the first day of school. The examination report form is available at the office of the Assistant Superintendent for Business Affairs.
- b. All cafeteria personnel are required to secure an annual physical examination for their own protection, as well as that of the pupils with whom they are in contact. The Board of Education will pay twenty-five dollars of the cost for the physical examination.

E. Tuberculin Tests

- a. Each school year, all employees are to receive an annual intradermal tuberculin test or x-ray. Those employees having negative tuberculin

tests will continue to have yearly intradermal
tuberculin tests.

An Organizational Chart Showing
Lines of Authority and Responsibility in the
Area of Teacher Aides



Teacher Aides

General Policies

A. Qualifications

The Teacher Aide will possess the necessary skills that are required by the particular position to which assigned in a specific building. Previous experience is desirable, but not an absolute requirement.

B. Appointment

Teacher aides shall be appointed by the building principal. Each appointment will be made, however, on the basis of a mutual agreement between the Assistant Superintendent of Administrative Services and the building principal, but with final approval by the Board of Education.

C. Assignment and Transfer of Teacher Aides

All assignments and transfers of teacher aides are to be made by the Assistant Superintendent for Business Affairs with the mutual agreement of the building principals involved and final approval by the Board of Education.

If an employee's position is abolished this does not automatically transfer the aide to another position which may be open in the district. If the person qualifies for the position, application may be made for the position according to the

procedures for employing a new applicant.

D. Substitute for Teacher Aides

Substitutes for teacher aides shall be paid according to the salary schedule applicable to the position being filled. The Assistant Superintendent for Business Affairs will set the exact rate on the basis of qualifications and similar experience.

E. Number of Teacher Aides for the School District of Ralston

The number of teacher aides for each building will be reviewed and determined annually by the Board of Education based upon requests by the building principal and recommendation by the Superintendent of Schools. Due to changes, priorities, budget limitations and student enrollments, established need may be changed on an annual basis.

F. General Duties of Teacher Aides

The following duties will be assigned to teacher aides:

- a. The supervision of playgrounds, bus loading stations, cafeterias or study halls.
 - b. Clerical work for teachers or administrators.
 - c. Assistant to classroom instructors with activities (they may not conduct a classroom activity unsupervised by a certificated staff member).
- Performance of any duties except those requir-

ing professional judgement.

- d. The building principal has the authority to assign teacher aides to specific duties within his building.
- e. Teacher aides may serve as substitute teachers only if the aide is certificated and will be placed on the substitute teacher's salary schedule for the amount of time the aide serves as a substitute teacher.

CHAPTER IV

SUMMARY AND RECOMMENDATIONS

SUMMARY

The Problem. The purpose of this study was to develop a working policy manual for all classified employees in the School District of Ralston, Ralston, Nebraska. The primary need was to provide descriptions, clarify responsibilities and regulations, and establish a systematic line of authority. The need for a written classified personnel manual was established.

Related Literature. The writer reviewed literature related to this study from various sources. One of the most difficult tasks was to find pertinent literature specifically relating to the role of the classified school employee. The majority of writings published refer to school board policies, and their formulation and use. Information specifically referring to the task assignment of an individual employee appears primarily in manuals prepared by individual districts. The writer referred to these manuals for the majority of the information used in this study.

Development of Policies. The writer has recorded the actual policies that have been developed for the

classified employee in the School District of Ralston. The procedure began by reviewing existing policies both from Ralston and other area school districts.

The procedure continued by obtaining approval from the Superintendent of Schools to assist with the development and adoption of the written policy statements. The next steps were to determine the format for the actual policy manual, the actual material to be included and who should be involved in the development of policy statements.

It is assumed the study will be concluded with the Board of Education adopting the manual as a guide for its classified employees.

RECOMMENDATIONS

The writer has concluded that a written statement of policies is only partially complete when made official by board adoption. Part of the task is making it available to the employees affected by the policies and being assured they understand the terms of their employment. It is recommended that each employee has a copy and an opportunity to recommend any future changes in policy.

A decision will be made on the best method of publication. A binding cover should be used to allow copy removal or replacement of separate pages. In this way, the entire document need not be rewritten when minor revisions take place each year upon review.

The writer would recommend to others attempting a study of this nature that they contact larger school systems and request regulations used in their districts for classified employees. Library reference material referred to the method of writing policies rather than actual policy content. The writer concludes that more emphasis is needed in this area of publication.

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