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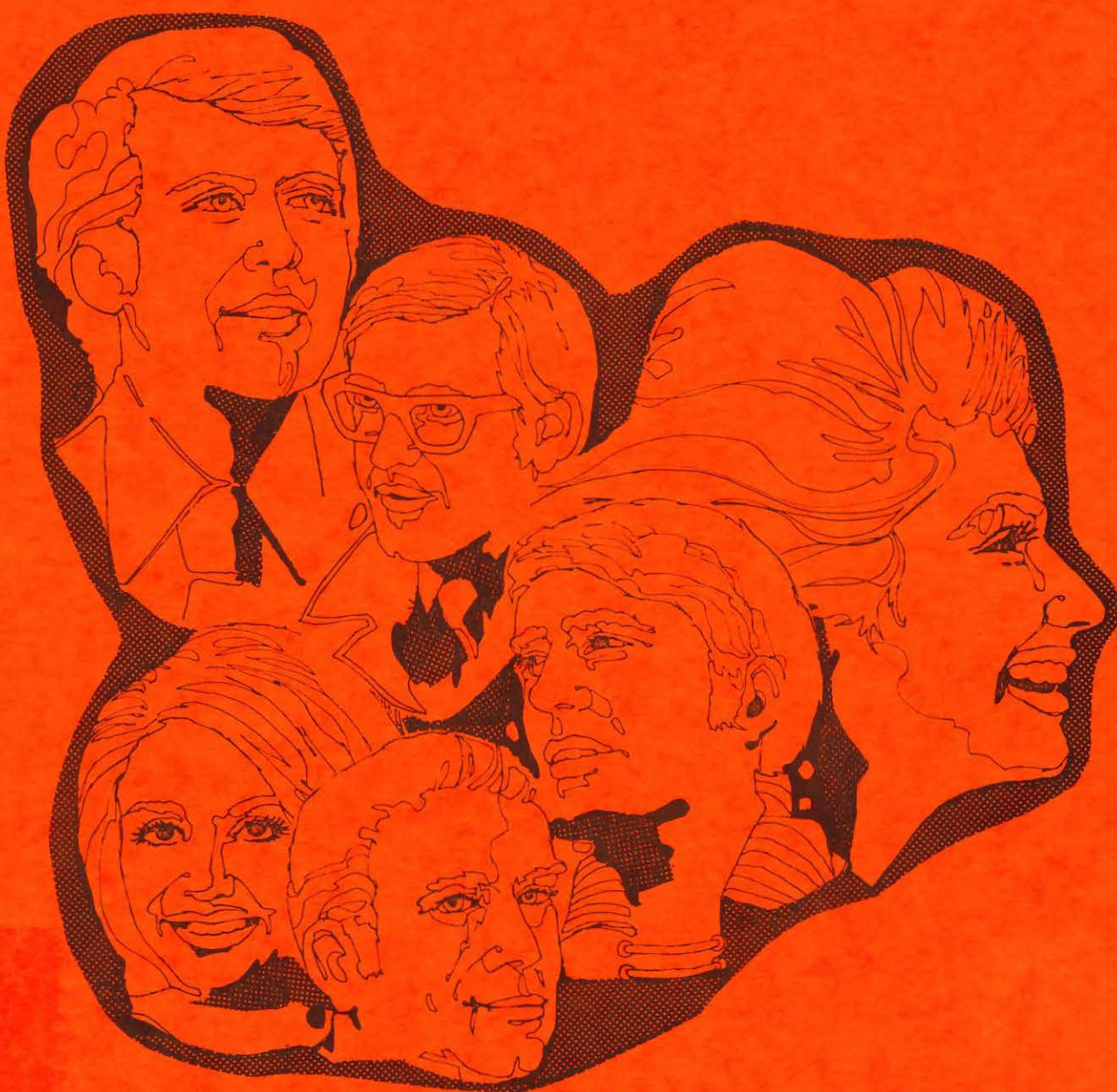
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State of Iowa

Department of Public Instruction

# Employee Handbook







State of Iowa  
DEPARTMENT OF PUBLIC INSTRUCTION  
Grimes State Office Building  
Des Moines, Iowa 50319

STATE BOARD OF PUBLIC INSTRUCTION

T. J. Heronimus, President, Grundy Center  
Georgia A. Sievers, Vice-President, Avoca  
Robert J. Beecher, Creston  
Jolly Ann Davidson, Clarinda  
Ronald P. Hallock, West Des Moines  
Virginia Harper, Fort Madison  
Robert G. Koons, Clinton  
John E. van der Linden, Sibley  
Susan M. Wilson, Waterloo

ADMINISTRATION

Robert D. Benton, State Superintendent, and Executive Officer  
of the State Board of Public Instruction  
David H. Bechtel, Administrative Assistant  
Richard N. Smith, Deputy State Superintendent

Administration Branch

L. N. Jensen, Associate Superintendent  
M. L. Vaughn, Chief, Administrative Services  
Floyd A. Sievers, Personnel Officer

Handbook Committee

Floyd Sievers, Personnel Officer  
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Dean Crocker, Director  
Management Information Division  
Joe Freilinger, Consultant  
Special Education Division  
Dorothy Hawks, Clerk-Stenographer II  
Administration and Finance Division  
Mary Richardson, Secretary I  
Special Education Division  
Carol Spurlock, Secretary I  
Curriculum Division  
Connie Wells, Secretary I  
Post Secondary Section, Career Education Division





## INTRODUCTION

The Department of Public Instruction is a dynamic organization. The laws, rules, and policies under which it operates are subject to frequent change. Action taken by each session of the Iowa General Assembly is almost certain to affect some phase of Department operation. Other changes are brought about by decisions of the Administration and the Board of Public Instruction.

The Handbook Committee in charge of preparing this handbook recognized the need for frequent revision by choosing a loose-leaf binding and a flexible format.

Any employee desiring to have input into any section should submit the suggestion, in writing, to their supervisor who will, in turn, channel this suggestion through the Personnel Officer for consideration by the Administration. It is then the responsibility of the Administration to notify, in writing, the employee of such action as was taken on his/her submitted suggestion.







STATE OF IOWA • DEPARTMENT OF PUBLIC INSTRUCTION

GRIMES STATE OFFICE BUILDING • DES MOINES, IOWA 50319

ROBERT D. BENTON, Ed.D., STATE SUPERINTENDENT  
David H. Bechtel, M. S., Administrative Assistant  
RICHARD N. SMITH, Ph.D., DEPUTY SUPERINTENDENT

April 1, 1976

Dear Fellow Worker:

This Handbook has been prepared particularly for you to help you understand your responsibilities as a member of our staff.

The Department of Public Instruction is primarily a service organization which furnishes leadership in improving educational opportunities for the citizens of our state. The contribution your work makes to the Department is most important, regardless of how large or small it may appear to you in relation to the total program. Only as all of us work to the maximum of our capabilities can we render the best service to the people of Iowa.

We trust that you will feel free to call upon any of us if we can help you in your assignment.

Sincerely yours,

Robert D. Benton, Ed. D.  
State Superintendent of Public Instruction

RDB:sdg





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*New Minnesota Department of Public Instruction*

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**Section I**  
**The Department**  
**of**  
**Public Instruction**



**DPI**





Section I - THE DEPARTMENT OF PUBLIC INSTRUCTION



STATE BOARD OF PUBLIC INSTRUCTION

The State Board of Public Instruction, established by section 257.1, Code of Iowa, is the governing body for the Department of Public Instruction.

The first such board was created by Article IX of the Constitution of Iowa. It was known as the Board of Education and became effective with the adoption of the Constitution September 3, 1857. The Board consisted of the lieutenant governor, who was to be the presiding officer, and one member from each of the judicial districts of the state. The governor was an ex officio member.

The Board had "full power and authority to legislate and make all needful rules and regulations in relation to common schools." That power and authority, however, did not extend to levying of taxes or appropriating money. In fact, the acts of the Board could be amended or repealed by the General Assembly and when so amended or repealed could not be re-enacted by the Board. The Board was required to appoint a secretary who would serve as executive officer of the Board. The original State Board held three sessions between 1858 and 1861, but on March 23, 1864 it was abolished.



The present State Board has evolved from an act passed by the 55th General Assembly of Iowa in 1953. As originally constituted, the Board consisted of one member elected from each of the eight congressional districts as they existed at the time of the enactment in 1953, plus a member-at-large appointed by the governor. The district representatives were originally chosen at a convention made up of delegates named by local and county school board members.

Following action of the 61st General Assembly, these conventions nominated two members in each district, and the governor chose one of the two for membership on the Board. The 62nd General Assembly further revised this procedure by giving the governor full power to appoint all nine members as the individual positions become vacant.

General powers and duties of the Board include the following:

1. Determine and adopt such policies as are authorized by law and are necessary for the more efficient operation of any phase of public education.
2. Adopt necessary rules and regulations for the proper enforcement and execution of the provisions of the school laws.
3. Adopt and prescribe, within statutory guidelines, any minimum standards for carrying out the provisions of the school laws.
4. Perform such duties prescribed by law as it may find necessary for the improvement of the state system of public education in carrying out the purposes and objectives of the school laws.

Specific powers and duties include the following:

1. Employ adequate clerical help to keep records and proceedings of the Board.
2. Direct the distribution of all moneys under the provisions of the law for the distribution of various state and federal aids to schools.
3. Adopt and transmit to the state comptroller on or before September 1 prior to the meeting of each regular session of the General Assembly, estimates of expenditures requirements for all functions and services of the Department of Public Instruction.
4. Advise and counsel with the state superintendent of public instruction and other school officials and citizens concerning the school laws and the rules and regulations adopted pursuant thereto; and review the record and decision of the superintendent of public instruction in all appeals heard and decided by him.



5. Authorize, approve, and require to be used such forms as are needed to promote uniformity, accuracy, and completeness in executing contracts, keeping records, and performing accurate pupil and cost accounting.

6. Approve plans submitted by the state superintendent of public instruction for cooperating with the federal government and provide for the acceptance and the administration of funds, subject to the approval of the legislature, which may be appropriated by Congress and apportioned to the state for any or all educational purposes relating to the public school system.

7. Approve plans submitted by the state superintendent for cooperating with all other agencies, federal, state, county, and municipal, in the enforcement of laws for which the State Board and such agencies are jointly responsible.

8. Adopt a long-range program for the state system of public education based upon special studies, surveys, research, and recommendations submitted by or proposed under the direction of the state superintendent of public instruction.

9. Constitute a continuing research commission as to public school matters in the state and cause to be prepared and submitted to each regular session of the General Assembly a report containing such recommendations as to revisions, amendments, and new provisions of the law.

10. Constitute the State Board for Vocational Education and exercise the powers and perform the duties imposed upon said Board under the provision of Chapters 258 and 259, including both vocational education and vocational rehabilitation.

11. Constitute the Board for the Certification of Administrative, Supervisory and Instructional Personnel for the public school systems of the state; prescribe types and classes of certificates to be issued, the subjects and field and positions which such certificates shall cover, and determine the requirements for certificates; establish standards for the acceptance of degrees, credits, courses, and other evidences of training and preparation from institutions of higher learning, junior colleges, normal schools, or other training institutions, both public and private, within or without the state, for the certification of their students. Exercise all the powers and perform all the duties imposed upon the Board of Educational Examiners under the provisions of Chapter 260.

12. Prescribe such minimum standards and rules and regulations as are required by law or recommended by the state superintendent of public instruction.

Acting as the State Board for Vocational Education, the Board is empowered and required to:

1. Cooperate with the Federal Board for Vocational Education in the administration of federal vocational education laws.

2. Establish standards for teachers of vocational subjects in approved schools.



3. Establish standards for schools, departments, and classes applying for federal and state moneys under provisions of the vocational education acts.

4. Administer the use of all funds provided by the federal government and this state for the vocational rehabilitation of persons disabled in industry or otherwise and their return to civil employment.

5. Study and make investigations relating to the vocational rehabilitation of disabled persons.

The State Board, under section 257.11, Code of Iowa, appoints the State Superintendent to a four year term with the approval of said appointment delegated to the Senate of the Iowa Legislature.

The State Superintendent upon Senate approval becomes the Executive Officer of the State Board (section 257.16, Code of Iowa) with the power under section 257.17(5), Code of Iowa, to "Organize staff and administer the state department so as to render the greatest service to public education in the state,"



## HISTORICAL BACKGROUND OF THE DEPARTMENT

Early historical accounts of education in Iowa use the terms "Office of the State Superintendent of Public Instruction" and "State Department of Public Instruction" somewhat interchangeably. The reason, no doubt, is that the Superintendent virtually was the Department for a number of years.

The Office of the State Superintendent of Public Instruction in Iowa was created in 1841 by the Territorial Legislature. It has had the experience of twice being discontinued and subsequently reestablished. Through legislative enactment, it has at times been an appointive office and at other times an elective office. The following chronology gives this information in detail:

<u>Year</u>	<u>Status of the Office</u>	<u>Length of Term</u>
1841	Office created by the Territorial Legislature with superintendent appointed by the governor and confirmed by the council.	3 years
1842	Office legislated out of existence. (Considered needless expenditure.)	
1846	Office reestablished as an elective office	3 years
1858	Office again discontinued	
1864	Office recreated as an elective office	2 years
1913	Office made appointive by governor	4 years
1917	Office made elective	4 years
1953	Office made appointive by Board of Public Instruction with appointment to be confirmed by the State Senate.	

In the beginning, it appears to have been the intent of the General Assembly to make the state superintendency largely an advisory office. As late as 1910, the Office of the State Superintendent of Public Instruction consisted of only three positions, that of the state superintendent, a deputy



superintendent, and a stenographer. A Department of Public Instruction was created by the legislature in 1913. The responsibilities and supervisory functions of the Department gradually grew over the years with most of the growth coming as a result of state and federal educational legislation.

The advisory function of the Department has not diminished over the years. The legislature has assigned significant responsibility to the Department to keep it informed and apprised of the status and issues of education. Some of the same responsibilities are directed to the executive branch of state government. On the other hand the agency is charged with carrying out the overall policy positions by the state by administering the educational laws passed by the General Assembly. Within this function are certain specific regulation requirements. The major impact of the agency, however, involves the leadership it can provide to local school districts, area education agencies and area school corporations that goes beyond the regulatory function of compliance with state statute or Departmental rules. Iowa does not have a state school system structure. It has a structure of local school districts, area education agencies and area school corporations all governed by elected lay member policy boards. It is working through this structure that the Department has the capacity to influence the implementation of significant changes in the educational program of the state.

During its early history, much of the work and service performed by the state education agency (consisting of the State Board of Public Instruction, the State Superintendent, and the staff) was done by separate boards. For many years the licensing or certification of teachers was handled by the Board of Educational Examiners. The State Board for Vocational Education was created by the legislature in 1917. The work of these three boards was coordinated through legislation providing that the State Superintendent also serve as chairman of the Board of Educational Examiners and of the State Board of Vocational Education.



Services and functions of state education agencies vary widely among the states, each system being based on its own constitution, laws, and regulations. Thus, while the Iowa Department of Public Instruction has many features in common with other state departments, it has an individuality which reflects the will of the Iowa citizenry and the educational beliefs of those who have given leadership to the Department.



#### FUNCTIONS OF THE DEPARTMENT

The functions of the DPI are described as leadership, regulatory, and operational. The DPI prefers to put the major emphasis on the leadership function.

Leadership is exerted through:

- Planning in terms of local, state, and national needs
- Research to evaluate the effectiveness of the educational program and determine methods of improving it
- Initiation of projects and experiments in the search for improved educational methods
- Consultation to make sure that newer and better procedures and facilities are constantly being developed in education
- Coordination to insure a balanced program eliminate duplications of effort, and prevent over-emphasis on certain aspects of the program
- Inservice education through institutes, conferences, and meetings

Regulatory functions grow out of the standards, rules and regulations which state and federal governments have established to guarantee at least minimum performance by the public schools. Major purposes are:

- to provide for protection of life and health in the school environment
- to insure that school districts provide at least the minimum instruction and service programs

- to promote efficiency in organization of local school administrative units
- to promote efficiency in school administration
- to require proper accountability and economy in the use of public funds
- to make educational opportunities available to all

Operational functions are those related to programs or institutions that can best be operated by the state itself. Rehabilitation education and similar services are typical of these programs, which provide direct assistance to communities, institutions, and individuals.

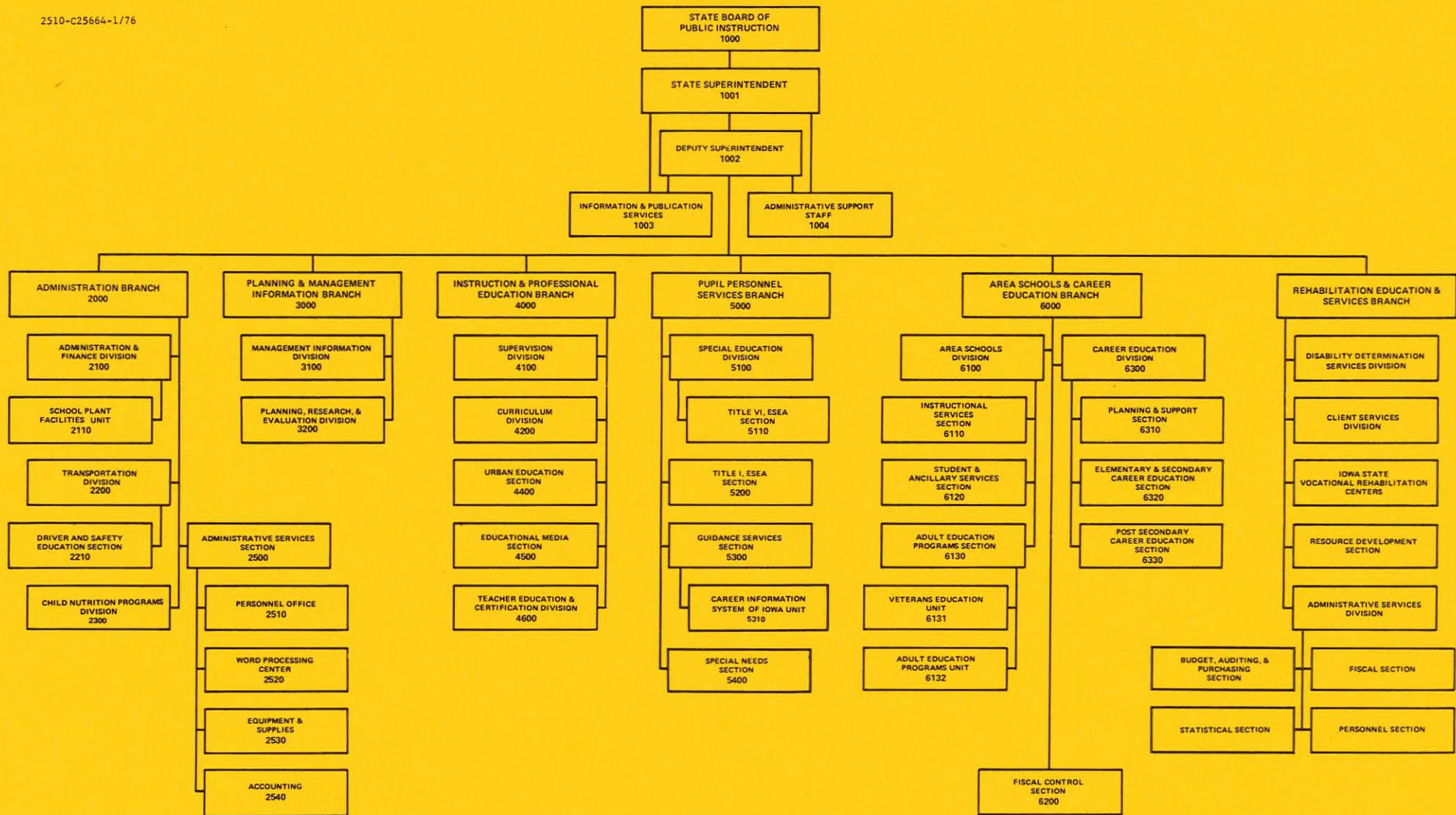
In order to efficiently carry out the functions of the Department and to provide educational services to the people of the State, an organizational structure headed by the State Superintendent has been developed and is illustrated on the following page.

Certain staff within this structure, meeting as a group with the Deputy Superintendent, form the "Cabinet". The purposes of the Cabinet are: (1) to serve as an advisory group for the State Superintendent; (2) to formulate policies and objectives for the Department and; (3) to facilitate communication and coordination of departmental activities. Cabinet members are: the Administrative Assistant to the State Superintendent; the Administrative Consultant handling legislative matters of concern for the Department, and; the Associate Superintendents of each Branch.



# DEPARTMENT OF PUBLIC INSTRUCTION ORGANIZATION

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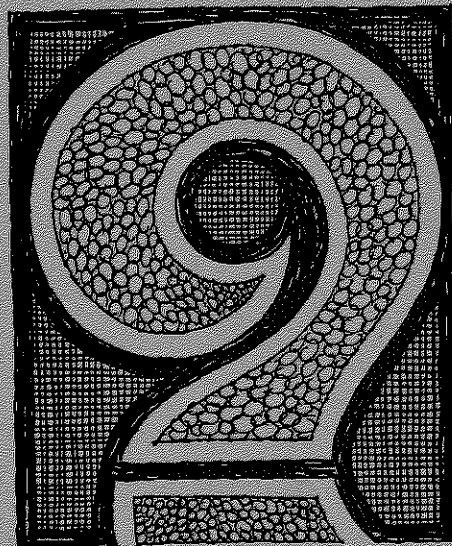


**Section II**

**General**

**Employment**

**Information**

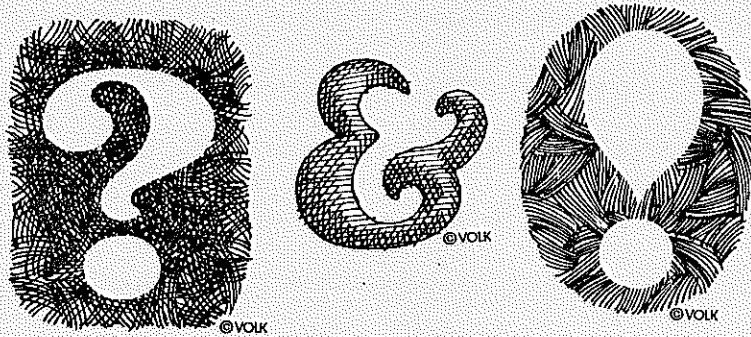








Section II. GENERAL EMPLOYMENT INFORMATION



DEFINITIONS

"Classified" employee: All employees not holding an executive position or not rated as certified employees.

"Certificated" employee: Holding positions exempt from Merit Rules and Regulations as specified by the Code of Iowa. Often times referred to as "professional staff."

"Supervisor": The person to whom a classified or certified employee is directly responsible.

"Central Administration": Consists of the State Superintendent and the Deputy State Superintendent.

"Merit Employment Department": The department responsible for rules and regulations covering all employees operating under the Merit System.

"Merit Employment Commission": The executive body of the Merit Employment Department.

"Merit Employment Director": The head of the Merit Employment Department, a position comparable to the State Superintendent's relationship to the Department of Public Instruction.

OUTSIDE EMPLOYMENT

A classified employee may seek and secure employment outside the Department in addition to his/her present job if such outside employment is consistent, compatible, and not in conflict with present duties. However, employment with the Department is considered to be the primary job and deserves primary attention.

When an appointment for a certificated employee of the Department is recommended by the State Superintendent and approved by the State Board of Public Instruction, it is understood at that time that services of the certificated employee will frequently require additional time other than regular office hours.

After accepting and serving in a position with the Department, consideration of any outside employment should be discussed with the employee's supervisor before he/she makes a final commitment for acceptance of such outside employment.

While the Department is not adverse to outside employment by a certificated employee, notification of the consideration of accepting outside employment will reduce the hazards of making commitments which might reflect a conflict of interest or which might interfere with the efficiency and services in the carrying out of the responsibility of his/her position within the Department.

#### ATTENDANCE AND WORKING HOURS

The working hours for all state employees are set by the State Executive Council with the Department having the responsibility of attendance control. Office hours are from 8:00 a.m. to 4:30 p.m., Monday through Friday, which includes a thirty (30) minute lunch and two fifteen (15) minute breaks each working day. Break times are controlled by the immediate supervisor to assure that work areas are staffed at all times.

Permanent assignment of a schedule different from regular office hours for any staff member needs prior approval by Central Administration. Adjustments in these cases are primarily for greater efficiency or to complete rush jobs of the Department.

If it is necessary to adjust office hours temporarily to complete priority tasks, approval may be given by the immediate supervisor unless the action results in overtime. Classified employees are eligible for overtime but prior approval is necessary before overtime is scheduled. Overtime is explained in Section III-5.



## COMMUNICATION POLICY

It is the policy of the Department to make every effort to inform employees of all activities, policies or procedures which affect the daily routine of the Department or the performance of the employees in his/her job.

Although Supervisors will make every effort to keep employees informed of these activities, the employee should also make a habit of reading the bulletin boards and departmental publications that are available.

The Department encourages communication from all employees through regular channels in order that it may operate in the most beneficial manner for all concerned.

## PUBLIC RELATIONS

Employees of the Department may have contacts with people in various ways - face to face, by telephone, by letter, or by merely a written memo. Good communication, by whatever method, is essential for the successful operation of the Department.

Communication means merely "to understand and to be understood." Never assume the other person knows - make sure they know.

As a representative of the Department, the conversation, attitude, efficiency, and personal appearance of every employee is important. When greeting callers remember the friendliness and warmth that can be conveyed by a mere smile.

Callers should be announced immediately upon arrival. If it is impossible for the caller to be seen or heard immediately, offer both an explanation and an apology and see that the caller is made comfortable until such time as the person to be seen is available.

When it is convenient for the visitor to be seen, such person should be taken directly to the person to be seen, and a formal introduction should be made using the proper titles and the last names--AN EMPLOYEE IS <sup>PO</sup> NEVER TOO BUSY

he/she may  
~~TO~~ IGNORE A VISITOR!

If the caller has appeared at the wrong division or section, be specific in giving directions or, if possible, escort the visitor so that the correct person(s) in the Department may be reached with a minimum amount of time.

#### BULLETIN BOARDS

Bulletin boards are used for a variety of purposes throughout the various branches and work facilities of the Department. In some instances certain staff have been selected to maintain the boards and keep the information on them current.

The Department is required to furnish at least one bulletin board in each work facility whereby notices on collective bargaining and/or information relative to employee organizations can be posted. Please check with your immediate supervisor on the location of the board in your work facility.

#### PUBLICATIONS FOR STAFF INFORMATION

The "News of the Week" is distributed each Friday to all staff members of the Department. This publication attempts to highlight happenings within the Department and to review important education activities around the State of Iowa.

The Iowa Educational Directory is distributed for the use of Departmental employees as soon after the opening of each school year as necessary data can be assembled.

Other publications of the Department pertinent to specific divisions or sections are available to interested employees at the Information and Publication Services Section located at the southwest corner on the second floor of the Grimes Building.

#### HOUSEKEEPING HABITS

Office housekeeping can be an indication of personal habits. An orderly working area makes each job easier, safer and increases overall efficiency.

#### CARE OF MATERIALS AND PROPERTY

The Department requests that all employees take proper care of all supplies, materials, and equipment. These items represent a sizable financial investment and should be treated accordingly.

Office machines are the responsibility of the person to whom they are assigned. They should be given the best of care, kept clean, and treated as though they were a personal belonging. They are the employee's to use and the better the equipment is maintained the easier the job will be.

All electric typewriters are on maintenance contracts and any problems should be taken care of by a service man.

If any office machine is not working properly, it should be reported to the Equipment and Supplies Unit where arrangements for repairs will be made. The purpose for having repair control in one area is twofold: (1) a record of all equipment under contract must be kept and (2) a purchase order must be written when equipment not under contract is serviced.

#### PURCHASING

All purchasing of supplies, materials, equipment and furniture for the Department is done by the Equipment and Supplies Unit.

Supplies and materials, except for special orders, are automatically ordered by this unit. In the case of special supplies and materials the Director desiring such items must submit such as part of his/her budget.

Requests for furniture and equipment must be a part of the budget request submitted by all unit heads. Purchases of furniture and equipment by the Equipment and Supplies Unit will be based on (1) Finances allocated by the State Legislature and/or the Federal Government, (2) Priority of the item as judged by the Administration and (3) The needs of each individual Branch, Division or Section.



## PROCUREMENT OF SUPPLIES

The general supplies used in this Department may be secured from the Equipment and Supplies Unit. Each division/section/unit supervisor shall appoint one person responsible for procurement of supplies. It is requested, if at all possible, these supplies be obtained between eight(8:00) a.m. and ninety-three (9:30) a.m. on Tuesday and Friday. However, in cases of emergency, the Equipment and Supplies Unit will make every effort to honor such requests, regardless of the day.

A list of available supplies is furnished each person responsible for ordering. Using this list when typing the requisition will save time for the person placing the order as well as the supply clerk.

## TELEPHONE CALLS

All state agencies, including the Department of Public Instruction, which are connected to the CENTREX system use the prefix "281" plus a four-digit extension number. Thus, calls between the agencies may be made by dialing only the four-digit extension number. To make calls other than through the CENTREX system, dial nine (9) for an outside line and then dial the correct seven-digit number.

As a general rule, it is the responsibility of designated employees to handle all in-coming phone calls. However, should all such employees be otherwise occupied, some near employee should answer the phone as soon as possible.

Any employee leaving for any reason should request some person to cover their phone during such absence.

When in-coming phone calls are not answered it not only indicates bad management but also creates a poor image for the Department.

Employees should be considerate and not use a business phone for personal

calls, except when absolutely necessary. Please notify family and friends not to call at work unless an emergency arises. The Department recognizes the need of an occasional telephone call while the employee is on duty, but keeping such calls short and infrequent will be appreciated.

#### MAIL

The Department of Public Instruction Mail Clerk receives in-coming mail three times per day for sorting and delivering to individual branches, divisions and sections. The deliveries of such mail will be made twice each day, once in the morning, and once in the afternoon with an extra delivery made if in-coming mail is excessively heavy on any given day.

Do not use the business address of the Department for personal mail. This not only delays the normal processing of the in-coming mail but may result in others reading your personal mail.

#### SELLING

To protect the employees of the Department from being subjected to the harassments of frequent solicitations, the selling of any product/products, services or soliciting for any cause is not allowed within the Department during working hours. The only exceptions will be announced by the Deputy Superintendent to the staff with indication as to the name of the cause being approved and the time limit span for such solicitation.

Distribution of pamphlets or publications on the premises and after working hours is controlled by the Executive Council working within the framework of the Code.

#### EMERGENCY PREPAREDNESS

A steady blast on the siren is a warning that a tornado or enemy attack is probable.

A series of short blasts on the siren means that all employees move to the designated shelter area immediately. For Department employees this area is the tunnel connecting the Grimes Building with the Lucas Building. Employees in North half of building will use the north exit stairs and employees in the South half will use the south exit stairs. The elevators are restricted to the use of the handicapped.

In case of fire, bomb threat, or other disasters the Department has a comprehensive plan for evacuation and emergency procedure. The employee should consult the supervisor to become familiar with all facets of this evacuation and emergency procedure plan.

#### PERSONNEL OFFICER

The responsibilities of the Personnel Officer in the Department of Public Instruction are many and varied including but not restricted to:

1. Notification of all openings in the Department to all present employees.
2. Actively recruiting the best possible candidates for consideration of positions open within the Department.
3. Coordinate operating personnel relations in the Department in order to provide support to the State Superintendent and the Deputy Superintendent.
4. Detect, resolve or facilitate the resolutions of personnel problems arising within the Department.

#### STAFF PERSONNEL FILES

The Department is required by law to provide certain basic information, upon request, to various credit agencies, banks, etc. As a general rule these inquiries are a result of an employee's application for loans, credit cards, credit ratings, etc., and expressly ask for such information as verification and length of employment, income, social security number, and the potential of continued employment within the Department. Any request for information of a more personal nature will be brought to the attention of the employee for approval before release.



The contents of any staff member's Division or Departmental personnel file is open for viewing only by the employee, the employee's supervisors, the State Superintendent, the Deputy Superintendent, and the Personnel Officer.

#### NOTIFICATION OF PERSONNEL TRANSACTIONS

Department employees will receive a copy of all personnel transactions affecting their status from the Personnel Officer. These changes will usually be for promotions, merit pay increases, change from probationary to permanent status, demotions, or pay adjustments due to a pay range increase. All questions relative to communications affecting personnel transactions should be immediately referred to the supervisory or the Personnel Officer.

#### CHANGE OF ADDRESS

All employees should report a change of address or change of telephone number directly to the Personnel Unit. Correct addresses and telephone numbers are particularly important when the Department must notify an employee or an employee's family of a sickness, accident, or an administrative action.

#### TRAVEL AND EXPENSE REIMBURSEMENT

Employment in the Department often requires travel throughout the state. If required to travel, the in-state travel rules of the State Comptroller set a total per day maximum allowance for lodging and all meals of twenty-two (\$22.00) and also a breakdown of meal allowances. Lodging claims must be accompanied by a receipt.

The rules of the Comptroller for in-state travel are:

The allowance for lodging and all meals shall not exceed a maximum of \$22.00 per day.

Those traveling on state business who are required to depart prior to 7:00 a.m. and required to return after 6:00 p.m. to their official domicile, may be reimbursed a maximum of \$9.00 per day for three meals.

Those traveling on state business who depart after 7:00 a.m. and are required to return after 6:00 p.m. may be reimbursed a maximum of \$7.25 per day for lunch and dinner.

Those traveling on state business who are required to depart before 7:00 a.m. and return before 6:00 p.m. may be reimbursed a maximum of \$4.00 for breakfast and lunch.

Those traveling on state business who are required to depart after 7:00 a.m. and return before 6:00 p.m. may be reimbursed a maximum of \$2.25 for lunch.

In event it is necessary to drive your personal car, the reimbursement is fifteen cents (15¢) per mile not to exceed the official mileage table appearing in the appendix.

If an employee is required to travel out-of-state a form (the original and four (4) copies) requesting permission for such trip must be filed with the supervisor at least three weeks prior to the date of departure. This filing date is necessary so such request may reach the Executive Council for approval by eight o'clock a.m. (8:00 a.m.) on the Thursday preceding the Monday two (2) weeks prior to the Executive Council meeting immediately preceding the date of departure. All requests for out-of-state travel authority to attend meetings, seminars, conferences, short courses, etc., are to include an agenda or program, listing, outlining, or detailing the planning of the things to be done at the assemblage the individual is asking authorization to attend.

An employee traveling out-of-state is not limited to the twenty-two dollar (\$22.00) per day allowance but the Department and the State Comptroller reserve the right to audit all claims prior to approval for payment. Such expenses must be reasonable.

#### ITINERARIES

The Department has a policy whereby certificated staff are required to file an itinerary. This shows the person's schedule for a two week period. Itineraries should be immediately updated when changes are necessary.

#### BUDGET

Finances for the Department are controlled under Chapter 8, Budget and Financial Control Act, Code of Iowa.

While most of the financial management is designated to the Deputy State Superintendent, each division or section must submit an estimate of its needs for the coming fiscal year, detailing the responsibilities and duties performed by that unit.

It is the responsibility of the State Superintendent to submit the budget request to the General Assembly for necessary appropriations, with the Governor and State Comptroller having general supervisory control over the final fiscal operations of the Department.

#### LETTER WRITING

Since an effective business letter tends to create a favorable impression on the recipient, the typist is responsible for the correct form of the letter, for the paragraphing and punctuation, as well as for the grammar and the spelling.

#### IDENTIFICATION CARDS

Each professional or certificated staff member of the Department will be issued an identification card signed by the State Superintendent indicating the bearer is a member of the professional staff of the Department.

These cards, issued at the time of employment and returned at termination are obtained from the secretary to the State Superintendent.

Classified employees traveling on Departmental business and needing such identification should request their supervisor to secure the appropriate card.

#### AFTER HOURS USE OF GRIMES BUILDING

Passes for classified personnel who need to return to the Grimes Building after regular working hours or on week-ends or holidays will be issued, upon request, by either the secretary to the State Superintendent, the Deputy State Superintendent or the Chief, Administrative Services. These passes are valid only on the date indicated on the pass.



Professional or certificated personnel are issued numbered building passes usable during the individuals tenure of employment with the Department. If the pass is lost, the Chief, Administrative Services, should be notified at once.

#### ELEVATORS

Discretion should always be exercised when using the building passenger elevators to transport carts or vehicles. Whenever possible the freight elevator should be used.

#### CODE OF ETHICS

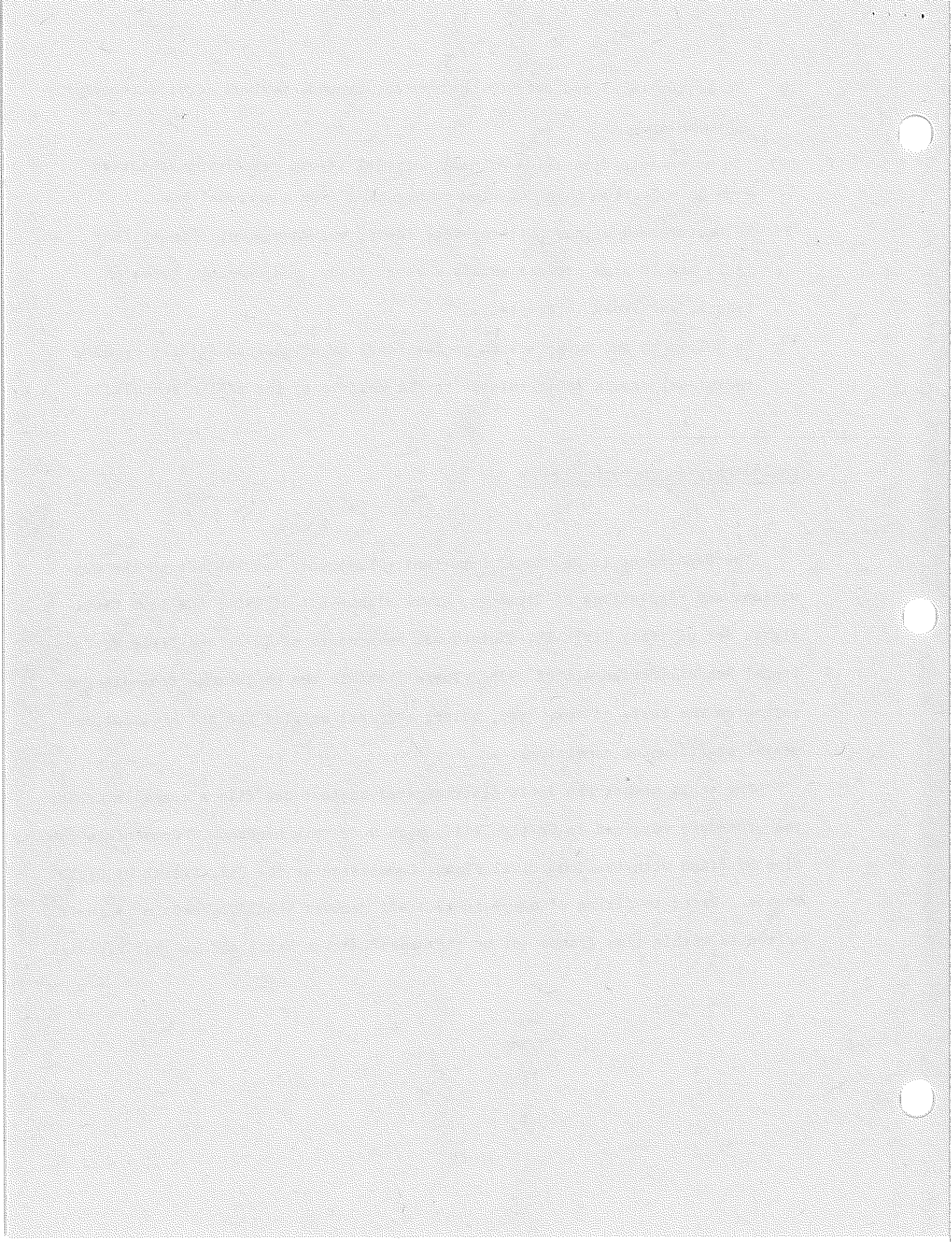
1. To be loyal to the American democratic way of life and support and promote it in every way throughout every facet of public school education.
2. To uphold the policies of the State Board of Public Instruction.
3. To refrain from unconstructive criticism which relates to fellow staff members and others in the profession.
4. To conduct one's self in accordance to the ideals of the profession of education.
5. To remember that as a public employee one should regard his/her position as an opportunity to serve society.
6. To keep the welfare of the whole Department in mind, treating each member as desired to be treated.
7. To consider one's job and promote his/her field only in its relationship to the whole task of the Department.
8. To do one's job well but not to infringe on the duties and prerogatives of fellow staff workers. To work cooperatively and as a member of the Department team.
9. To respect, be sympathetic with, and helpful to other employees of the Department.

10. To be courteous and fair to the public, provide maximum service cheerfully & honestly.
11. To enter into discussion of controversial issues concerning education from an objective point of view rather than from a personal bias.
12. To be informed of new philosophies, ideas, and developments in his/her field and to grow professionally through study, conferences, research, travel, and broad interests.
13. To belong to and support such professional organizations as will promote individual growth as it relates to the welfare of the public schools.

#### NON-DISCRIMINATORY REGULATIONS

The Department is an "Equal Opportunity Employer" and subject to the provisions and regulations of Title VI, Civil Rights Act of 1964; the Iowa Civil Rights Act of 1965; Title IX, Educational Amendments of 1972; and Title V, Vocational Rehabilitation Act of 1973. These prohibit the Department from discriminating on the basis of sex, race, color, national origin, age and physical or mental handicapping conditions.

Any staff member who feels discriminated against can file a complaint under the procedure outlined in Section VIII, page 4 of this handbook. Complaints can also be filed with the Iowa Civil Rights Commission or the U.S. Office of Civil Rights. Prior to filing of complaints, staff members should ascertain if their action is within time frames set by the Department or State and Federal Agencies.

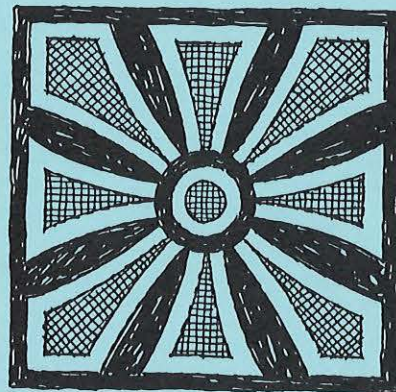




**Section IIA**

**Department-Wide**

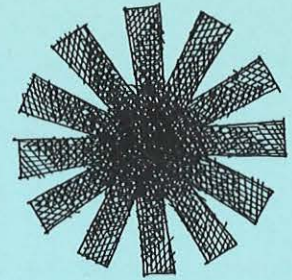
**Services**







## Section IIA - DEPARTMENT-WIDE SERVICES



### WORD PROCESSING CENTER

The Word Processing Center is equipped with a centralized dictating system. Access to the four dictating units in the Center is done by regular desk telephone and is available to professional staff or designated classified employees of the Department.

Directors of various branches of the Department may channel "special projects", designated as a publication (book or booklet) consisting of at least twenty (20) pages having front and back covers of heavy paper and bound on one edge with a type binding more permanent than the light-weight staples commonly used for desk work, through the Word Processing Center.

### ELLIOTT ADDRESSING SERVICE

This service provides for the addressing of envelopes used in repetitive mass mailings. Individuals wishing to avail themselves of this service should make arrangements with the Equipment and Supplies Unit well in advance of the date needed.

### PRINTING PROCESS

Section 15.7, Code of Iowa, states "...The reproduction of ten or more copies from one original on any convenience copier located in the City of Des Moines is printing and shall not be permitted without the approval of the Superintendent of Printing."

Because of this section of the Code, supervisors are required to submit a requisition for each printing order sent to Centralized Printing for jobs to be processed either through the Copy Center or Centralized Printing and to the State Printing Division of the Department of General Services for Commercial



Printing. (This refers to binding, collating, folding, padding, punching and stapling when request is not made of original requisition).

Centralized Printing has available for Department use a Xerox copier service which is intended primarily for short runs of ten (10) or more copies per document. The copier can, depending on priorities and workload in Centralized Printing, give three-hour service. Supervisors wishing to use this service for printing jobs will process them through the Equipment and Supplies Unit.

In addition, the Department maintains a spirit duplicating machine and a copier on the second floor for use by any employee of the Department.

#### APPROVAL REQUEST FOR PRINTING

All materials, other than those going to Word Processing Center, those being reproduced on the ditto machines, or those reproduced on the copy machines, must be accompanied by a properly executed and signed, "Approval Request for Printing", green form.

Since this form furnishes all necessary information used as a basis for filing either, "Requisition to Centralized Printing" or "Requisition to State Printing Division" it is vitally important that all blanks be carefully and accurately completed and that all necessary signatures have been secured before filing the completed request, along with the original copy of the material to be printed, with the Chief, Administrative Services.

#### PREPARATION AND DISTRIBUTION OF PRINTED PUBLICATIONS

The Publications Section is responsible for distributing all publications of the Department for which a charge is to be made. Complimentary copies are issued only on the written authorization of the division, section, or special project originally responsible for the development of the publication.

The originating division or unit is also responsible for the initial distribution of the publication. This includes mailings to individuals, offices,



and agencies that have been approved to receive complimentary copies.

The Department has followed a policy through the years that research studies of graduate students are not sent out from the Department or do not carry a letterhead endorsement of the Department unless the proposal is one that involves a priority research effort of the Department and has been worked out in conjunction with the concerned training institution and the concerned student's major professor, and approved by the Cabinet.

#### MEDIA CENTER

The Media Center is at the disposal of all Department employees. All employees are urged to become acquainted with all the materials and services pertinent to their area of assignment available at the Center.

Professional magazines and books may be ordered for inclusion in this facility, if not already available. Upon receipt, such materials become the sole property of the Department. A staff member who orders and pays for books and/or periodicals for personal use should have them delivered to the home address.

The Media Center also provides tables which may be reserved for meetings of small groups by contacting the secretary in the Media Center.

#### COMPUTER SERVICE

Data processing and information referral services are provided to each operating unit of the Agency. Assistance in utilizing these services can be obtained from the employee's immediate supervisor.

#### CONFERENCE ROOMS

Reservations for the use of Conference Rooms in the Capitol Complex Area are made through the receptionist on the second floor. To assure satisfaction for use on a specific date and time, reservations should be made as far in advance as possible. A calendar style bulletin board, adjacent



to the receptionist's desk, shows present month's reservations.

Branches, Divisions or Sections desiring to rent rooms for conferences, meetings or workshops shall first check for availability of possible space in the Capitol Complex before having the supervisor file a request for rental of outside facilities.

#### ART SERVICE

Graphic Artists are available to provide assistance in the preparation of slides, filmstrips, charts, graphs, or transparencies. Help may be acquired by having a supervisor contact the Information and Publications Service.

#### STAFF

While the services listed in the preceeding sections refer to specific areas, it should be noted that many intangible assets are available through the professional and technical knowledge of various individual staff members of the Department. Any employee may tap these resources by contacting the individual versed in the area desired.

## Section III

# Salary Information









# SECTION III - SALARY INFORMATION



## INTRODUCTION

This section is devoted entirely to a discussion of salaries and implications thereto. For explanations of those items listed under "deductions" on the paycheck and earnings statement, please refer to Section V of this handbook.

## PAY DAY:

Employees of the Department are paid every other Friday.

If, for some reason, an employee feels a mistake has been made on a paycheck, it should not be cashed and the Personnel Officer so notified. An erroneous check that has been cashed is more difficult for the State Comptroller to rectify than one which has been refused due to an error.

## PAYCHECK AND EARNING STATEMENT

Attached to each paycheck is an earning statement showing information regarding the employee's wages and deductions which are made, as well as leave accrual and usage. Following is an example of the earning statement.

NAME						WARRANT NO.	DATE	DEDUCTIONS
EMPLOYEE NO						01847209	08-27-75	
S. S. NO.						CURRENT	YEAR-TO-DATE	
PAY PERIOD BEGINNING: 08-08-75						ENDING: 08-21-75		
EARNINGS	CURRENT	YEAR TO DATE	EMPLOYER SHARE					
BASE PAY	647.00	10,543.21	37.85			73.81	1,130.14	FED. WH. TAX
LONG PAY	0.00	0.00	22.64			24.59	364.63	STATE WH. TAX
OTHER PAY	0.00	0.00	0.00			37.85	616.78	FICA
MAINTENANCE	0.00	0.00	0.00			22.64	369.01	RETIREMENT
EXTRA PAY	0.00	0.00	0.00			0.00	248.64	HEALTH INSURANCE
OVERTIME PAY	0.00	0.00	0.00			0.00	35.60	LIFE INSURANCE
						0.00	0.00	DISABILITY INS
						0.00	1,750.00	CREDIT UNION
						0.00	212.50	BONDS
GROSS PAY	647.00	10,543.21				0.00	48.00	UNITED CAMPAIGN
REGULAR						0.00	0.00	MAINTENANCE
10.0 DA						0.00	400.00	ANNUITY/DEF. COMP.
						0.00	0.00	EMPL. ORGANIZATION
						0.00	0.00	MISCELLANEOUS II
						0.00	0.00	NET PAY
						488.11	5,367.91	
VACATION						SICK LEAVE		
EARNED	TAKEN	BALANCE	EARNED	TAKEN	BALANCE			
.77	10.00	8.55	.00	.00	90.00			



The above pay record for each employee is, for the most part, self-explanatory in every detail. However, if the employee has any question relative to an entry of the earning record, the Personnel Officer should be contacted for any necessary information.

It should again be emphasized, IF THE EMPLOYEE FEELS AN ERROR HAS BEEN MADE IN COMPUTING THE EARNINGS FOR THE COVERED PAY PERIOD THE CHECK SHOULD NOT BE CASHED WITHOUT FIRST CONSULTING THE PERSONNEL OFFICER.

#### NOTIFICATION OF CHANGE

Every employee should help keep all personnel records up to date by informing the Personnel Officer of any changes that occur in status. Changes in name, address, phone number or other personal data are necessary so an appropriate person may be notified in case of an emergency and so that any necessary referral of such records will be accurate.

The I.P.E.R.S. (Iowa Public Employees Retirement System) provides that, upon the death of an employee, a payment of double the employee's contribution will be made to the beneficiary. Therefore, it is suggested that a beneficiary card be completed. These cards may be secured from the Personnel Officer.

A beneficiary change for I.P.E.R.S., life insurance, etc. can be made by submitting new "Designation of Beneficiary" cards available from the Personnel Officer. A new card automatically cancels the previously named beneficiary.

#### SALARY SCHEDULES

Every classified employee in the Department under the Merit System is assigned to a pay grade within the approved Merit Pay Plan.

The Department has two salary schedules for all certified employees with provision for annual increments. Placement of employees on either of these pay schedules is dependent on the education and experience of the individual and on Administrative recommendation.



## SALARY INCREASES

Merit pay increases for classified employees of the Department are not automatic or retroactive, but are recommended by the supervisor and processed by the Personnel Officer, based on performance of job duties. Probationary and permanent classified employees are eligible and may be given consideration for a one-step Merit pay increase following satisfactory completion of the period of service described below for progression through the salary range.

- (1) From step A to B, and B to C - <sup>26 weeks</sup>~~six months~~ of satisfactory employment
- (2) From step C to D, and D to E, and E to F - <sup>52 weeks</sup>~~twelve months~~ of satisfactory employment
- (3) From step F to G, and G to H - <sup>104 weeks</sup>~~twenty-four months~~ of satisfactory employment

The annual increments provided on both salary schedules identified with professional or certificated employees are not construed to be automatic increases. The progressions on these steps for the certified employee are based on performance of the individual and the recommendation of the immediate supervisor and Associate Superintendent. Final approval for these increases must be given by the State Board of Public Instruction.

## EXCEPTIONALLY MERITORIOUS SERVICE INCREASES

Exceptionally meritorious service by classified employees of the Department is defined as performance above and beyond the normal expectations of the position. A pay increase of one-step within the pay grade for the class may be made for exceptionally meritorious service in addition to Merit pay increases provided. Such exceptionally meritorious increases must be recommended by the employee's supervisor and approved by the Merit Employment Commission. These actions are shown in the minutes of the Merit Employment Commission meetings. No more than one exceptionally meritorious service pay increase may be granted in any twelve month period, and the employee must have served in a position at least three months before such raise can be recommended.



### SALARY ADJUSTMENTS

Salary adjustments, or pay range adjustments, may be made for all classified employees of the Department or for the employees in specific job classifications. These adjustments require approval of the Department administration, the Merit Employment Commission, the Executive Council, and the State Comptroller before they can be implemented. These adjustments are made for reasons of granting an overall increase in grade, rectification of a pay inequity, or a related circumstance and are independent of Merit pay increases. These pay range adjustments do not set new review dates for the individual.

Salary adjustments for certified employees earning higher educational degrees will be made in conformance of provisions of the existing salary schedule. Such increase becomes effective the month following application.

### PAY DIFFERENTIAL

The Merit Employment Commission may authorize a pay differential for classified employees located in a position when duty requirements are present and performed which are not normally required of the classification in general. This differential is over and above the pay within the pay grade for the class of position and is paid as long as the classified employee occupies the particular position and performs these duties.

All pay differential requests submitted by a supervisor must be approved by the State Comptroller for certification that necessary finances are available for such pay differential.

### PAY ON PROMOTION

A promotion for a classified employee means a change from a position in one class to a position in another class having a higher minimum step (A). A promotion may change a classified employee's pay review date. A classified employee being promoted will have a pay increase to the minimum step (A) of the higher class. In case of overlapping pay grades, and the classified



employee's rate of pay is above the minimum step for the class to which promoted, the employee will receive a one-step promotional pay increase. However, when the promotion is to a class with a pay grade number three (3) steps or more higher than the present pay grade number, the Director of Merit Employment Commission may approve a two-step promotion increase upon the written request of the Personnel Officer.

#### PAYMENT FOR OVERTIME

Effective May 1, 1974, all state employees came under coverage of the Fair Labor Standards Act. The Act covers many employment considerations including but not restricted to minimum wage, equal pay, and overtime payment.

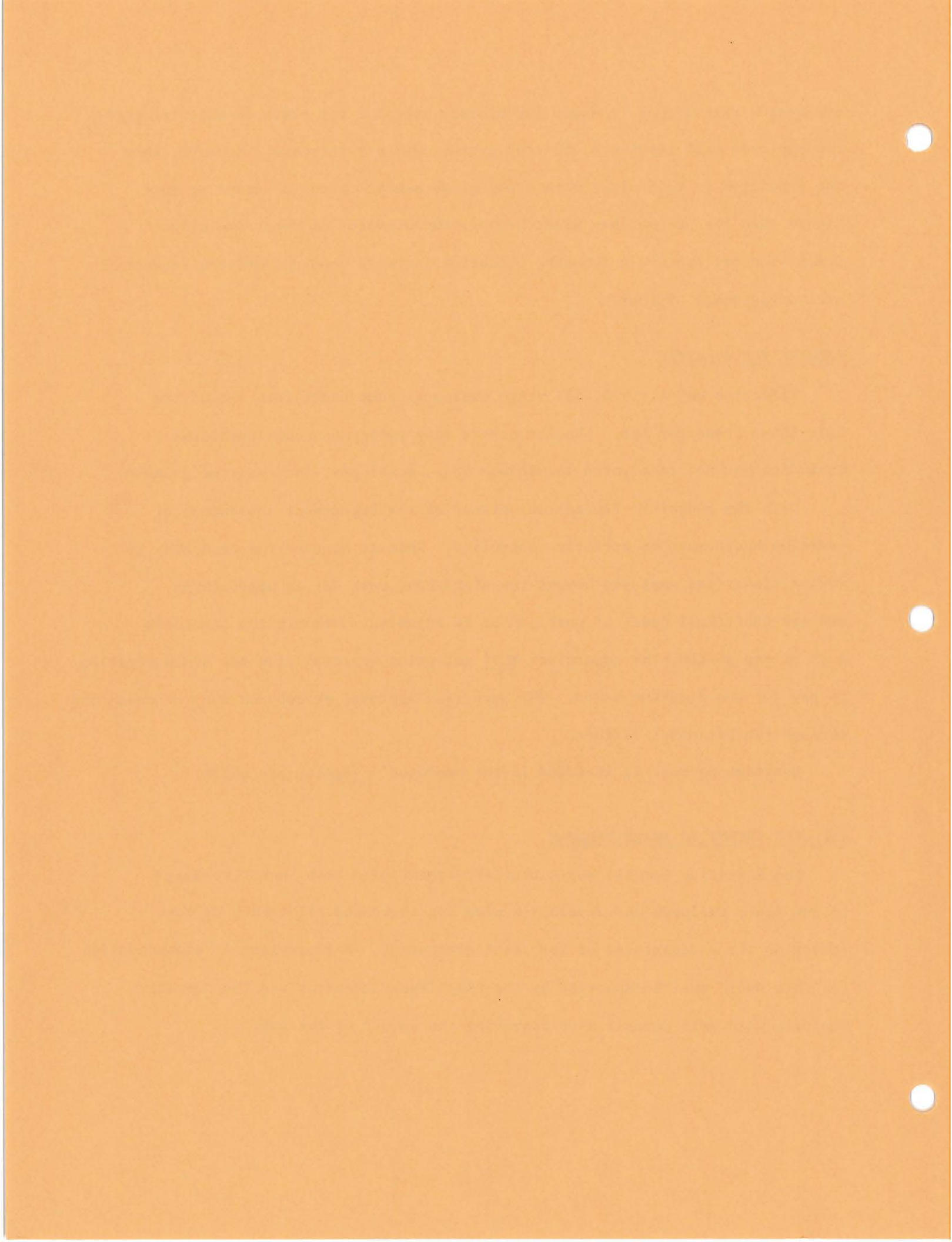
With the budgetary limitations placed on the Department the amount of overtime hours must be strictly controlled. When it appears the necessity to work a classified employee beyond the eight hour work day is approaching and the additional hours of work cannot be adjusted either in the same work week or pay period, the supervisor MUST get prior approval from the administration to pay for the overtime hours. The necessary approval procedures must be channeled through the Personnel Officer.

Overtime payment is included in the employee's regular pay check.

#### EMPLOYEE INCENTIVE AWARD PROGRAM

The Executive Council may authorize payment of a cash incentive award to any state employee who develops a plan for increased efficiency or cost reduction for a department or for state government. A supervisor's recommendation for this award must be approved by the State Superintendent and the Executive Council, with said Council also approving the amount of the award.





# **Section IV**

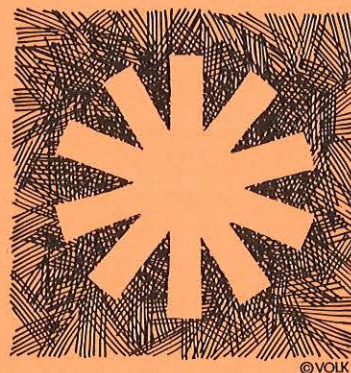
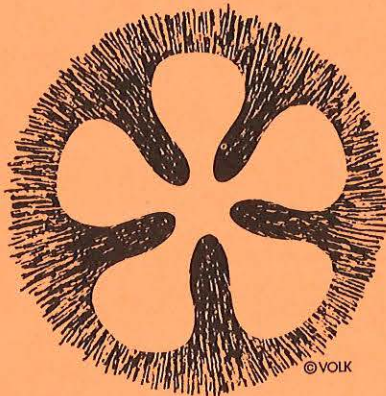
## **Employee Benefits**







## Section IV - EMPLOYEE BENEFITS



### VACATION, HOLIDAYS, SICK LEAVE, ENFORCED LEAVE

As an employee of the Department numerous benefits including vacation, holidays, sick leave and enforced leave are available. Policies for the use of the benefits are explained in detail in Section V - Leave Provisions - of this handbook.

### I.O.S.H.A.

As of July 1, 1972, Departmental employees are covered by the Iowa Occupational Safety and Health Act. In addition, the Department makes every effort to provide safe working conditions for employees.

Since this Act requires employers to keep a record of all accidents and/or job related illnesses, any accident or job related illness must be reported immediately to the employee's direct supervisor who will, in turn, secure from the Personnel Officer the necessary accident report form, complete said form, and return to the Personnel Officer within forty-eight (48) hours.

The employee should report any unsafe working conditions to his/her supervisor immediately upon discovery in order to aid in the prevention of accidents.

### WORKMENS COMPENSATION

All Department employees are covered by Workmen's Compensation through the State of Iowa when injured in the performance of his/her duties.



In case of injury or job caused illness reported by the employee lasting more than one day or one resulting in permanent disability or death it is the responsibility of the supervisor to file a "First Report of Injury" form with the Personnel Officer within forty-eight (48) hours of such notification. Under certain circumstances "Surgeon's Report" form and "Memorandum Agreement" form may also be necessary to complete the report of injury or illness.

The completed forms should be delivered to the Personnel Officer who will in turn mail them to the Iowa Industrial Commissioner for a decision. When a request for Workmen's Compensation has been submitted and medical or hospital expense is incurred, the bills should not be paid. Rather, they should be sent to the Personnel Officer for forwarding to the Industrial Commissioner who makes the warrants payable directly to the vendor rather than to the employee.

Workmen's Compensation pays medical and hospital expenses for injuries and job caused illness incurred while on duty, plus approximately two-thirds (2/3) of the employee's weekly salary after paid sick leave has been exhausted.

#### F.I.C.A.

All employees of the Department are subject to coverage under F.I.C.A. (Federal Insurance Contribution Act) better known as Social Security. Currently, a deduction of five and eighty-five hundredths (5.85) per cent is deducted from each individual's pay up to and including a maximum of \$15,300 per calendar year. The Department contributes an equal amount to the credit of the employee to F.I.C.A. The total contribution of both the employee and the Department is used as the basis for determining the employee's Social Security Retirement funds.

Periodic increases in the rate of deduction and the amount of earnings subject to deduction may be legislated at the Federal level, and if so the employee will be so advised.

Whenever an employee changes name, a "Request for Change in Social Security



Records" form should be secured from the Personnel Officer, completed and

mailed to: Social Security Administration  
210 Walnut Street  
Des Moines, Iowa 50319

It is suggested that employees nearing retirement age contact this local social security office prior to date of retirement to ascertain that personnel records are complete and in order for filing for entitled benefits.

#### I.P.E.R.S.

State employees, with few exceptions, are members of the Iowa Public Employees Retirement System, I.P.E.R.S. Employees contribute three and one-half (3½%) per cent of gross wages earned up to \$20,000 per year. The Departments contribution is four and seventy-five hundredths (4.75%) per cent of earned gross wages up to \$20,000 per year, per employee.

If the employee leaves state employment prior to retirement such contribution of the employee in full plus interest and dividends may be refunded or may be left in the retirement system. Any employee leaving the Department for an outside position should check with the Personnel Officer relative to such new position being covered under I.P.E.R.S.

The total contribution of both the employee and the employer furnishes the basis for monthly retirement benefits for the individual.

Those leaving with over four years of service should contact the Iowa Public Employees Retirement System, 1000 East Grand Avenue, Des Moines, Iowa for advice on options of retirement, or refunds, open to them.

#### HEALTH INSURANCE

Health Insurance is available through Blue Cross-Blue Shield or Bankers Life Company on a voluntary basis to each employee of the Department who works at least thirty (30) hours per week.



If an employee wishes to become a subscriber, a "short form" application may be filed within the first thirty (30) days of employment or when the company declares an open enrollment period, generally once each year. To enroll at any other time necessitates the completion of a "long form" application.

Plans offered by both companies are many and varied. The Personnel Officer will assist an employee to enroll.

Health Insurance coverage may continue while the employee is on sick leave without pay (up to twelve (12) months) and on leave without pay (up to three (3) months) if the employee continues to pay the entire premium directly to the Insurance Company.

All claims are the responsibility of the employee, the hospital and the employees' physician. Though the Department does not enter into the filing of any claims for Health Insurance, the Personnel Officer is available for such assistance as may be needed by the employee.

#### LIFE INSURANCE

Effective May 1, 1972, the Group Life Insurance Plan became available to all state employees working thirty (30) hours per week or more. This plan provides for basic life insurance coverage of five thousand five hundred dollars (\$5500) for all employees to age sixty-five (65); two thousand seven hundred fifty dollars (\$2,750) basic coverage for employees age sixty-five (65) to seventy (70). In addition, the accidental death and dismemberment provision provides coverage in an amount equal to the basic coverage.

The employee may, within the first thirty (30) days of employment, elect to purchase an additional coverage of five thousand dollars (\$5000) with such premium being deducted from the second pay check each month. If such is the case, detailed information, with the necessary application forms, may be secured from the Personnel Officer.



The State will continue to pay the basic monthly premium for employees on sick leave without pay (excluding sick leave without pay for maternity) or paid education leave so the life insurance will remain in effect. However, if optional coverage is involved, the employee must mail his share of the premium to the main office of the Life Insurance Company carrying the policy.

#### EMPLOYEE DISABILITY INSURANCE

All state employees are covered by a disability insurance program which is provided at no cost to the employee. The program is designed to provide some economic security against the possibility of an accident or illness which would prevent work for an extended period of time. This insurance guarantees the employee a monthly benefit until able to return to work or age sixty-five (65). The amount of that benefit is determined by the employee's salary and years of employment. Benefits are as follows:

During first year of employment - 20% of monthly salary

During second year of employment - 40% of monthly salary

During subsequent years of employment - 60% of monthly salary

The program takes over from the employee's sick leave benefits if continuously disabled beyond ninety (90) working days. In addition, the insurance supplements any Workmen's Compensation and Social Security Benefits.

#### ANNUITIES

There are two types of Annuity Programs available to the employees of the Department through the payroll withholding plan: (1) Deferred Compensation and (2) Tax Sheltered Annuities. Both programs, though different, are long-term savings programs emphasizing preparation for financial security for retirement



years and neither is subject to either state or federal taxes until time of withdrawal.

Under Deferred Compensation the state withholds the amount designated by the employee and said money remains the property of the state. With few exceptions this money, plus earned interest, cannot be withdrawn by the employee until retirement.

Tax Sheltered Annuities are purchased from payroll withholding as directed by the employee and become the property of the employee. These may be cashed by the employee per the terms of the purchase contract.

#### SAVINGS BONDS

Employees may arrange with the Personnel Officer to have payroll deductions made for the purchase of United States Savings Bonds. The bonds so purchased will be mailed directly to the employee by the bank from which they are purchased. To purchase bonds an employee can have the same amount deducted from each pay check or from every other pay check, third pay check excepted. The amount of the deduction can be less than the cost of the bond and will be accumulated until the purchase price is available. It is more convenient to deduct amounts that will add up to the exact cost of the bond.

#### EMPLOYEE ORGANIZATIONS

State of Iowa employees have the right to join or refrain from joining employee organizations and/or professional associations. Dues are paid by the employee. Promotional materials on the appropriate organization or association which explain the benefits provided to members are available from the headquarters of each organization and/or association.

#### CREDIT UNION

The State Employees Credit Union, located at 1717 East Ninth Street,



Des Moines, Iowa 50316, telephone 265-1457, is open to membership for all employees of the Department. Employees interested in membership may contact the Union either by calling at the office in person or by telephone.

#### UNITED CAMPAIGN

United Campaign contribution pledges are made on a VOLUNTARY basis once each year. Pledges may be paid in cash, with a personal check or by payroll deduction.

#### GIFT AND FLOWER FUND

Because of the numerous individual envelopes that were being circulated among employees in the past for various donations, the Department in lieu of this has a policy of intermittent, generally twice per year, collection of a VOLUNTARY contribution by each employee in an effort to halt this previous practice.

These voluntary donations, suggested as one dollar (\$1.00) for classified employees and three dollars (\$3.00) for certificated employees, are used when it is desired to present a gift to honor a retiree, or to present flowers in the event of hospitalization or death of a staff member or a member of the family as described below.

Every employee has the option of either contributing or not wishing to participate. Irregular participation is permissible with the employee being eligible for benefits only during the period of time covered by each contribution.

The maximum amount that will be expended for a gift or for flowers for each occurrence exclusive of sales tax, telephone calls, and florist's telegraph delivery will be as follows: hospitalization - ten dollars (\$10), death - fifteen dollars (\$15), termination - five dollars (\$5) for the first full year of employment plus two dollars fifty cents (\$2.50) for each additional full year of employment not to exceed a total of fifty-two dollars fifty cents (\$52.50).



Gift or flowers are sent for the following occurrences:

Hospitalization of -

employee

spouse

Death of -

employee

spouse

child

parent

father or mother-in-law

Special request of Administration

Certain personnel are designated the responsibility of notifying the secretary to the State Superintendent the sick leave information for consideration of flowers to be sent and purchased with money from this fund. Each Associate Superintendent is responsible for checking with the Accounting Unit to determine the amount available for purchase of a gift for a terminating employee and assigning someone to make such purchase.

#### INSERVICE EDUCATION/TRAINING

An important facet of any employees job or position is to develop those skills, knowledges and abilities that enhance higher levels of performance and increase promotional opportunities.

Inservice Education/Training within the Department is accomplished by the various Branches, Divisions, Sections and Units with staff meetings, conferences and workshops. Department-wide staff meetings for professional or certificated staff are normally scheduled once a month in each fiscal year, September through May.

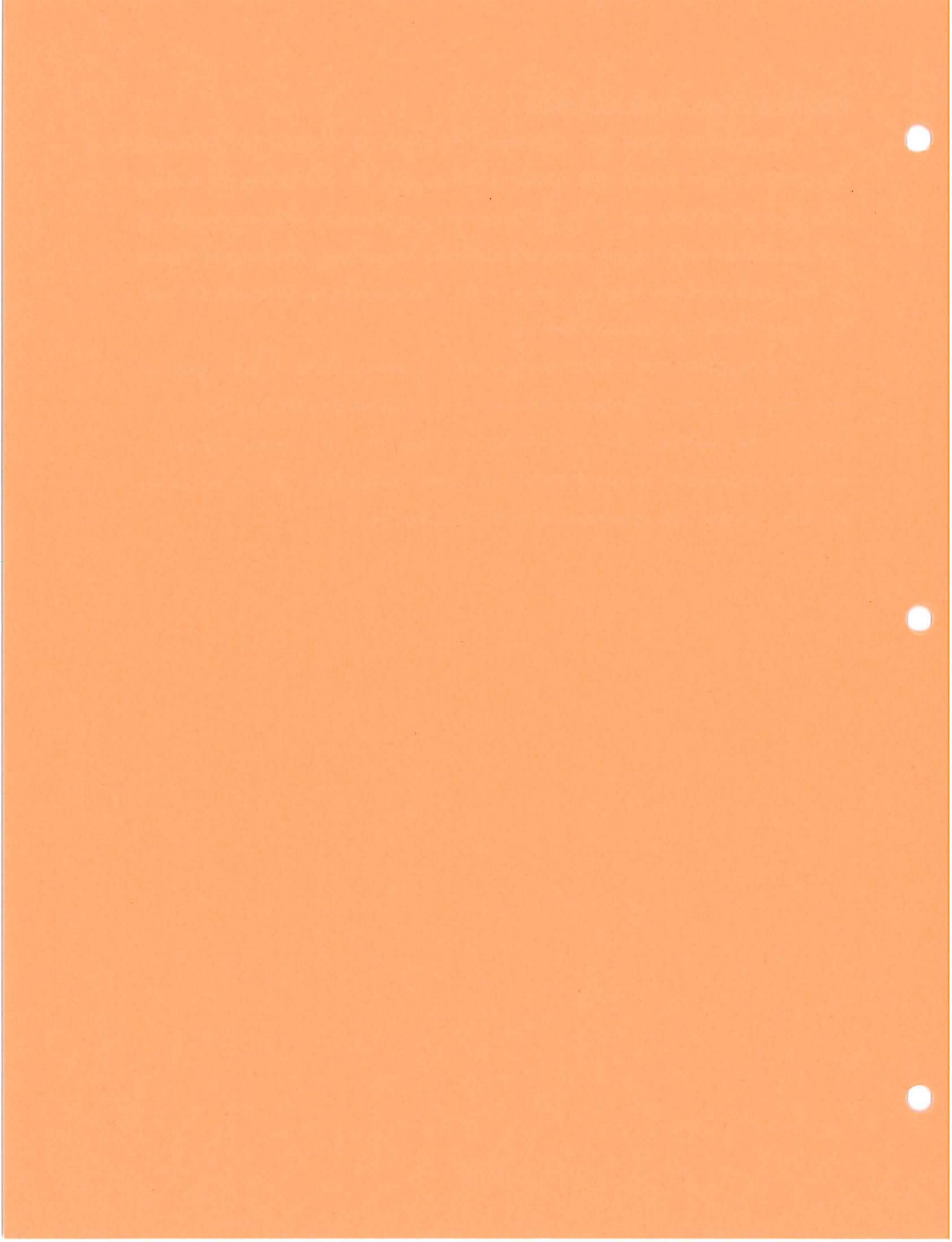
Staff are expected to adjust their work schedules to attend scheduled meetings. Those having a conflict in schedules should clear absences with their immediate supervisor.

PROBLEM DRINKING AND/OR DRUG ABUSE

Any employee whose job performance is adversely affected by the consumption of alcoholic beverages and/or misuse of drugs must 1) accept the fact that they have a problem, and 2) seek competent, professional help to resolve it. The Department will request that the employee investigate the help available in the State Employee Program, Project 95. Information on this program can be secured from the Personnel Officer.

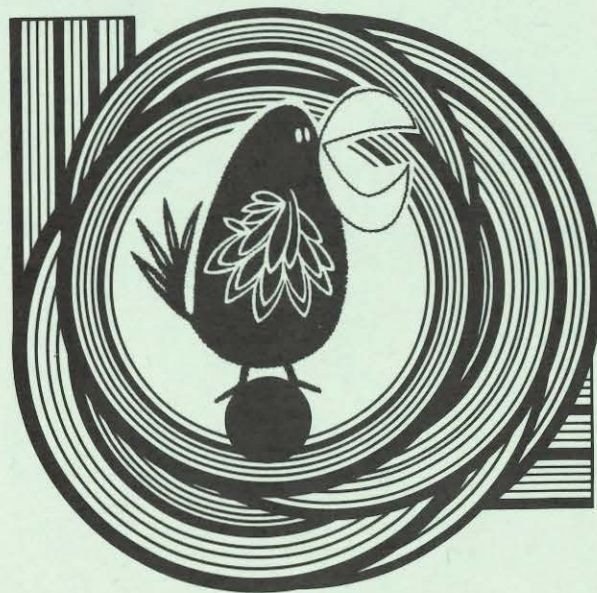
The Department's initial actions will be to cooperate in the employees corrective program. Continued involvement in problem drinking and/or drug abuse by the employee, who clearly will not cooperate in a rehabilitation program, will result in disciplinary measures. Eventually, if the problem(s) persist, termination procedures will be effectuated.





**Section V**

**Leave Provisions**







## V. LEAVE PROVISIONS



As an employee of the Department of Public Instruction you are entitled to certain leave benefits which will be explained in the following paragraphs.

### VACATION LEAVE

Two weeks (ten (10) working days) of vacation will be earned by each employee during each year of the first four years of employment. This is increased to three weeks per year earned during the fifth through the eleventh, and four weeks per year earned during the twelfth and each year thereafter.

Vacation leave is accrued each pay period. Accrual rate for those earning vacation will be as follows:

If the employee is entitled to a two week vacation leave the first monthly pay period the employee will earn 3.08 hours vacation time; for the second monthly pay period the employee will earn 3.07 hours; and if there is a third monthly pay period, the employee will earn 3.10 hours.

If the employee is entitled to a three week vacation leave, the first monthly pay period will earn 4.62 hours; the second monthly pay period will earn 4.61 hours; and if a third monthly pay period occurs this will earn 4.62 hours.

If the employee is entitled to four weeks vacation leave, the first monthly pay period will earn 6.16 hours; the second monthly pay period will earn 6.15 hours; and if a third monthly pay period occurs it will earn 6.14 hours.



All accrual automatically stops when an employee reaches twice his/her annual entitlement.

The following vacation rules will apply to both certificated and classified employees of the Department.

1. Vacation leave can be taken as it is accrued each month to a minimum amount of one-half ( $\frac{1}{2}$ ) hour or increments thereof.
2. Vacation leave may not be taken in excess of time earned.
3. Vacation leave must be applied for in advance by the employee and may be used only when approved by the employee's supervisor.
4. Vacation leave shall be taken on a work day basis. Officially designated holidays falling within a period of vacation leave will not be counted against vacation time.
5. Consideration is given to the efficient operation of the Department in the scheduling of vacation leave. The employee's supervisor may request that vacation leave be taken at a date other than that first selected by the employee when, in the opinion of the supervisor, such change is in the best interests of the Department, provided the employee is not required to reduce accumulated vacation leave to less than one week and, (2) such dates requested by the supervisor do not penalize or work undue hardship on the employee.
6. Part-time classified employees will accrue vacation leave in the amount proportionate to that which would be accrued under full time employment.
7. No vacation leave shall accrue to an employee while on leave without pay in excess of thirty days, suspension, lay off, military leave or during educational leave.
8. Vacation leaves shall be taken before an employee is granted leave without pay.
9. Vacation leave is based upon continuous service. When an employee terminates employment with the Department and then at a later date resumes employment



with the Department or with any other state agency, they will not be allowed to credit previous state employment toward vacation benefits. However, if an employee transfers to another state agency and is on continuous service accrued, unused vacation leave is transferred.

#### TERMINATION LEAVE

Upon termination the employee shall be paid for accrued vacation in a lump sum amount included in the last paycheck.

#### HOLIDAYS

The following holidays are established with time out from employment with pay: New Years day, January 1; Washington's birthday, the third Monday in February; Memorial day, the last Monday in May; Independence day, July 4; Labor day, the first Monday in September; Thanksgiving day, fourth Thursday in November; Friday following Thanksgiving day; Christmas day, December 25; and two other holidays designated annually by the Executive Council. All employees will be notified of such holidays in advance.

#### RELIGIOUS OBSERVANCE

All Department Supervisors will make reasonable accommodations to the religious needs of all employees for observance of his/her religious practices and beliefs. Granting of such request shall be charged to the employees accrued vacation leave, unless the state Executive Council has proclaimed other arrangements.

#### SICK LEAVE

All employees of the Department in permanent full time or permanent part time positions will accrue sick leave at the following rate:

1. First two-week pay period 9.23 hours
2. Second two-week pay period 9.23 hours
3. Third pay period 9.24 hours (This occurs only twice per calendar year)

This accrual will amount to 30 days per year with a maximum of 90 working days.



The following rules shall apply for all sick leave:

1. Sick leave shall apply to a period in which the employee is incapacitated from the performance of duties by sickness or injury, for medical, surgical, dental or optical examination or treatment or where by reason of exposure to a contagious disease, the employee's presence at work would jeopardize the health of others. Disabilities caused or contributed to by pregnancy and recovery therefrom shall be covered by sick leave.

2. Sick leave shall not be used for vacation leave.

3. Sick leave shall not be taken in advance.

4. Sick leave shall not be cumulative for more than ninety (90) working days.

5. Sick leave shall not accrue during leave of absence without pay, suspension, layoff or education leave.

6. Sick leave may be granted on a minimum amount of one-half ( $\frac{1}{2}$ ) hour or increments thereof. Officially designated holidays falling within a period of sick leave shall not be counted against sick leave.

7. If an absence for illness or injury extends beyond the sick leave accrued to the credit of the employee, such additional time will be charged to vacation leave. If all sick leave and vacation leave is used, employees may be granted sick leave without pay or other leave without pay.

8. In any instance of sick leave usage, the supervisor may require an employee to provide a physician's certificate or evidence from another authorized practitioner to substantiate the sick leave or to clearly show there was sufficient disability to preclude said employee from performing work. In the event of a failure or refusal to supply such a certificate, or if it does not show sufficient disability, the sick leave shall be cancelled.

~~9. It will be necessary for all classified employees to complete the form for sick leave provided by the Personnel Officer upon return to work. This form must also be signed by the employee and by the supervisor.~~



9. Permanent part-time employees will accrue sick leave on the same ratio as his/her work hours relate to regular employee work hours for the same position.

#### SICK LEAVE WITHOUT PAY

Upon written application of an employee, or a representative of the employee, filed with the supervisor, sick leave without pay may be granted by the Department for the remaining period of disability after both sick leave and vacation leave have been exhausted. In event such sick leave without pay exceeds one year, an extension must be requested and approved by the Department.

#### MATERNITY LEAVE

Maternity leave, if requested and granted by the supervisor, will begin on a date established by a physician's determination and expire no later than 60 days after the birth of the child. Any action to amend or extend the leave must be supported by a written statement from a physician or other authorized practitioner and approved in advance.

Disabilities caused by, or attributed to, pregnancy and recovery therefrom, shall be covered by sick leave during the period of the maternity leave. Employees exhausting sick leave during maternity leave shall be charged with accrued vacation leave or, if the vacation leave has been exhausted, sick leave without pay until expiration of leave or return to work, whichever occurs first.

#### ENFORCED LEAVE

The department shall grant an employee time off from duties with pay for absence necessary and reasonable when some member of the immediate family requires the employee's attention, or in case of death in the immediate family. The number of leave days granted will be governed by the circumstances of the case, but in no event shall they exceed five sick leave days in any calendar year.



"Immediate Family" is interpreted to include: Wife, husband, children, parents or parents-in-law, grandchildren, grandparents, brothers or sisters, step-children, brothers-in-law, sisters-in-law, daughters-in-law, sons-in-law, guardian, or any one residing as a member of the employee's immediate household.

#### COURT AND JURY SERVICE

When in obedience to a subpoena or direction by proper authority an employee, appearing as a witness or jury member for the Federal Government, State of Iowa, or political sub-division thereof, is entitled to leave of absence without loss of compensation.

If the employee is subpoenaed or appears in private litigation other than for the Federal Government, State of Iowa, or other political sub-division thereof, the time absent may be taken at the discretion of the employee's supervisor.

It is the policy of this Department that employees in pay status when performing court and jury service shall reimburse to the Department all fees received by the employee less mileage allotments and parking fees.

#### MILITARY LEAVE

All permanent and probationary employees of the Department who are members of the National Guard, organized reserves, or any division of military service who are ordered to active duty are entitled to a leave of absence for the duration of duty. The employee will continue to receive pay during the first thirty (30) days of such absence, and the State life and health insurance will remain in effect until the end of the month they enter the armed forces.

All permanent and probationary employees of the Department who enlist or are inducted into military service are entitled to a leave of absence for the duration of duty. The employee will continue to receive pay during the first thirty (30) days of such absence.



Time spent in military service, within the four-year time limit under the Military Training and Service Act shall be considered continuous service for purposes of determining the rate of vacation and sick leave accrual upon return to duty, provided the employee left the Department to enter the military services and returns to the Department within ninety (90) days following military discharge.

#### ELECTION LEAVE

Any employee of the Department, who becomes a candidate for a paid, partisan elective office, must check with personnel staff relative to the necessity of applying for a leave without pay.

If leave is necessary, requested and granted, the employee has the right to return to his/her position or one of like nature. Abolishment of the employee's position, while on election leave, shall give the employee consideration on any other vacant position of similar pay grade, job class and qualifications.

#### EDUCATIONAL ASSISTANCE PROGRAM

##### General Purpose:

The educational assistance program is designed to accomplish the following objectives:

1. To provide for agency needs, in relation to areas of staff development which will aid the agency in better accomplishing its objectives.
2. In order to fulfill each departmental mission and accomplish goals and objectives to provide staff members who have knowledge and skill to fill needed critical positions for which there is a scarcity of qualified applicants within the department.
3. To stimulate interest in and provide incentive to staff members, who have special abilities in critical areas to increase their knowledge and skill so they may have the opportunity to achieve their potential in their current positions.
4. To provide added incentive to supervisory personnel to maximize their management potential. For purposes of this program supervisory personnel are those positions excluded from bargaining units due to their supervisory or management responsibilities.



### Eligibility:

1. Any full-time permanent employee in the government of the State of Iowa who has completed one year of service with the agency is entitled to consideration for the benefits provided under this program.
2. An employee receiving other financial assistance such as scholarship aid, G.I. funds, etc., will be eligible to receive educational assistance to the extent that the sum total of all methods of reimbursement do not exceed 100% of tuition.

### Acceptable Courses of Study:

This program is exclusively designed for agency related courses of study. Any course of study must be in an area which has a relationship to the tasks accomplished within the agency, the requirements of the position the individual currently holds and/or is required to learn skills for which the department has need.

Each individual agency shall work out a curriculum for basic courses and degrees needed by the agency in order to fulfill its missions.

### Educational Institutions:

A staff member may, under this program, attend any accredited institution of higher learning within the State. Attendance at out-of-state institutions may be approved on a limited basis provided there are geographical or educational considerations which make attendance at a state institution impractical. In this statement "accreditation" refers to accreditation as an educational institution and the specific program of study is approved or accredited by the profession as meeting the standards of the "state of arts."

### Educational Leave:

1. Tuition reimbursement courses, part-time agency related courses.
  - (a) Employees are required to first seek enrollment into evening and Saturday classes; tuition reimbursement may be granted for a maximum of six credit hours at one time.
  - (b) If the necessary courses are not available during evenings and Saturdays, leave and tuition reimbursement may be granted for a maximum of six credit hours at any one time.



- (c) When leave is granted, the individual's work schedule will be modified to the extent feasible to accomodate class hours. However, as much as possible, the individual will be expected to make up the time.

Full-Time Educational Leave:

1. Without Pay: At the discretion of the director and/or commission, a permanent employee may be granted educational leave without pay to attend an accredited institution for courses that are agency-related. While all educational expenses are covered by the employee, the employee will have the right to return to the position vacated for leave purposes or to a position at the same level with the same classification.
2. With stipends: The agency may grant a stipend for an individual who is on leave without pay to attend an accredited educational institution for agency-related courses. Stipend is defined as a specific sum of money sufficient to cover the cost of tuition, books and other course-related materials.
3. With pay: The agency may, at the discretion of the executive director and/or commission approve applications for full-time leave-of-absence, with pay, for a limited number of employees based on agency needs and the availability of funds.

Leave with pay will be defined as "a maximum salary or Step A of Pay Grade 22." For employees who are classified in positions which pay less than Step A of Pay Grade 22, full salary will be paid while on educational leave.

Full-time educational leave may be granted for a period of one year, but may be extended, upon request of the applicant, subject to the discretion of the Executive Director and/or Commission; and based upon agency needs, availability of agency funds, and academic performance.\*

Reimbursement:

1. An employee will be reimbursed for tuition and fees upon submission of an original paid receipt from the academic institution to the designated agency representative.
2. Prior to reimbursement, employee must provide proof of his or her successful completion of the course.
  - (a) Successful completion of undergraduate course shall require attainment of at least a "C" grade.

\* See Sec. 14.7, Merit Rules and Regulations.



- (c) Successful completion of a vocational or correspondence course shall be recorded by submittal of an official certificate or diploma.
- (b) Successful completion of a graduate course shall require attainment of at least a "B" grade.

#### Selection of Applicants:

While the selection of applicants is at the sole discretion of the director and/or commission, it is the express policy of the State to offer all qualified applicants an equal opportunity to participate in the educational assistance program within the limitations imposed by the availability of funds and agency staffing requirements. Agencies will also encourage continued education by allowing employees flexible work schedules and unpaid leaves of absence whenever possible consistent with the efficient administration of government.

#### Agency Employment Requirements:

Any staff member who receives reimbursement for tuition shall agree to remain in the active employment of the department after the receipt of such benefit for a period of one month for every unit of credit earned.

Employees who are attending school under the "full-time educational leave with pay" category shall agree to remain in the active employment of the agency for two months for every month they are in school.

#### LEAVE OF ABSENCE WITHOUT PAY

A classified employee, upon application to the supervisor in writing, and upon written approval of the Department, may be granted leave without pay for any reason deemed satisfactory to the Department, subject to the following conditions:

A. Such leave shall not be granted for more than twelve months, but upon written application, prior to the expiration of the original leave, the Department may grant written extensions of such leave if it appears best to serve the interest of the agency. Such extension shall not be for more than an additional year.



B. Failure on the part of the employee to report immediately at the expiration of a leave of absence without pay or extension of such leave, except for valid reasons submitted in advance to the supervisor and approved by the Department, shall be considered as a resignation.

#### RIGHTS UPON RETURN

A properly executed sick leave without pay, leave of absence without pay, military leave, or education leave without pay shall accord the employee the right to be returned to his position, or one of like nature, if the position has been abolished through legislation or the material reorganization of the Department. Consideration for any other position with similar pay, grade and class which, in the opinion of the Department, and in case of a classified employee, approved by the Merit Employment Commission, does not require qualifications substantially higher than or different from those of the position previously held. If there is no such position, in the case of a classified employee, the layoff provisions of Merit Rules and Regulations shall apply.

#### INCLEMENT WEATHER LEAVE

All employees are expected to make every effort to be present at work. In the event of inclement weather which causes hazardous conditions, the Executive Council will determine whether or not State Offices will be open for that day. Should State Offices close, it will be announced over local radio and television.

However, should the working day begin with employees on duty and should hazardous weather conditions or other emergencies arise, it is the sole responsibility of the State Superintendent (in his absence the Deputy State Superintendent) to determine the time for closing down the Department.

#### ADMINISTRATIVE LEAVE

Professional staff members may be granted one administrative leave with pay not to exceed five working days per calendar year for the purpose of attending pro-



fessional meetings, workshops or conferences without travel expenses to the Department.  
This leave may be granted at the discretion of the State Superintendent of Public  
Instruction.

# **Section VI**

## **Hiring Process**







## Section VI - HIRING PROCESS



### PERSONNEL POLICY

Personnel policies of the Department are established and approved by the State Board of Public Instruction. Where applicable, such personnel policies must conform to the Code of Iowa and the rules and regulations of the Merit Employment Commission. All qualified persons have equal opportunity to compete for departmental positions, and appointments are made on a non-partisan basis without regard to age, race, sex, color, creed or national origin. If at all possible all positions will be filled from permanent employees of the Department.

Provisional classified appointees must meet Merit Employment requirements for the position to which appointed.

### EMPLOYMENT OF CERTIFICATED STAFF

The Department wide need for certificated staffing is not static. Priorities for staff personnel change in the flow of time within the ever present constraint of insufficient financial resources to achieve staffing to the level of maximum performance desired.

It is the delegated responsibility of the Deputy State Superintendent to maintain control of Department-wide efforts to recruit personnel. In the



recruitment of specific personnel, it is the responsibility of the appropriate Associate Superintendent and the affected division Director or section Chief to recruit competent people for specific positions.

The appropriate Associate Superintendent, in conjunction with the Deputy State Superintendent will personally interview, evaluate and make final recommendations to the State Superintendent for the employment of certificated staff members.

#### EMPLOYMENT OF CLASSIFIED STAFF

Classified personnel for the Department are recruited by the Personnel Officer who operates under the supervision of the Chief, Administrative, Services Section. Besides contacts within the present Departmental classified personnel, the Personnel Officer will contact the Merit Employment Commission, Employment Security Commission, Placement Agencies, and public and private schools training classified personnel in an effort to secure the best applications for the open position.

Classified personnel will not be assigned to a branch, division, section or unit without consultation with both the supervisor to whom the employee will be directly responsible and the concerned Associate Superintendent.

All classified personnel must serve a probationary period of six months within the Department before being placed on permanent status.

#### SCREENING EXAMS

Screening exams for classified employees to the Department of Public Instruction will be handled under the Merit Rules and Regulations.

Applicants certified to the Department by the Merit Employment Commission will be interviewed by the immediate supervisor of the concerned position.

#### BASIS FOR SELECTION AND PROMOTION

In addition to the employee's ranking on the certificate of eligibles for the vacant position, the following criteria are used as a basis for job selection

and promotion of classified employees:

1. The skills, knowledge and ability of applicants based upon past education, training and experience.

2. Job performance factors such as judgement, work habits, quantity of work, quality of work, ability to work with and get along with people.

3. Personal interviews and reference checks relating to past performance and personal qualities such as appearance, personality, attendance, punctuality, attitude, character, dependability, and responsibility.

The Department attempts to fill vacancies by promotion from within whenever possible. The Personnel Officer will notify all employees of the Department immediately following any position opening on the staff, either certified or classified.

#### EQUAL OPPORTUNITY POLICY

Pursuant to the provision of Title VI, Civil Rights Act of 1964; the Iowa Civil Rights Act of 1965; Title IX, Educational Amendments of 1972; and Title V, Vocational Rehabilitation Act of 1973, the educational programs and personnel policies administered by the State Board of Public Instruction through the Department of Public Instruction are to be non-discriminatory, and no recipient shall be denied rights because of race, sex, color, national origin, age and physical or mental handicapping conditions.

The Department has an Affirmative Action Plan through which Equal Employment Opportunity is achieved and maintained. The Plan is located in the back of this handbook and all staff should be aware of it's contents.

#### VETERANS PREFERENCE

Men and women who have been released for other than dishonorable reasons



from the military service, and have served in any of the following periods of armed conflict, will be entitled to veterans preference over other applicants of no greater qualifications. In the case of selection by score, the veteran applying for a position governed by Merit Rules and Regulations will receive a five (5) point bonus on the test score; in case of a disabled veteran, ten (10) points will be added. The veteran must provide proof of service, and if disabled, proof of disability determination.

Period of Qualifying Service:

World War II - December 7, 1941 to December 31, 1946

Korean Conflict - June 25, 1950 to January 31, 1955

Vietnam - August 5, 1964 to May 7, 1975

HIRING HANDICAPPED

It is the policy of the Department to assist and encourage the employment of handicapped persons who are able and qualified to perform the duties of the position for which applied. In cases where physical conditions are a limiting factor, an evaluation will be made to determine if restructuring the work station will facilitate the employment and job performance of the handicapped individual. Physically handicapped persons must be given an opportunity to show their capability in performing the job and/or how physical barriers may be removed to enable them to perform the job.

REINSTATEMENT

A permanent, classified employee, who resigned in good standing or was separated for other than good cause, has reinstatement rights to his/her job class or to a lower class within a period of time equivalent to their period of continuous service, not to exceed two years from the date of separation. A classified employee must qualify for the job class and must be certified



by the Director of Merit Employment Department as meeting the current minimum qualifications as to training, experience, knowledge, skills, and education for the class of position to which reinstated.

If an employee is interested in reemployment with the Department, they should contact the Personnel Officer. Previous service is not considered in determining rate of vacation and sick leave accrual.

#### ELIGIBLE LIST

Lists containing the names of applicants certified as eligible for classified positions are issued by the Director of the Merit Employment Department to the Personnel Officer as vacancies occur. An eligible applicant is ranked according to scores and/or geographic availability with the Personnel Officer appointing from the appropriate list. The appointment to employment within the Department of Public Instruction is made from the top five or top ten percent, whichever is greater, of the qualified and available applicants on the appropriate list. If there are an insufficient number of candidates on the list, additional names will be furnished or permission will be given for provisional appointment to the vacancy.

#### APPOINTMENT

Section 257.21, Code of Iowa, states:

"The State Superintendent shall appoint all employees, with due regard to their qualifications for the duties to be performed, designate their titles and prescribe their duties. If deemed advisable, the State Superintendent may for cause effect the removal of an employee from the State Department of Public Instruction."

"...appointment, promotion, demotion, change in salary status or removal for cause of any employee shall be subject to the approval of the State Board."

All appointments to classified positions are made in accordance with



the Merit Rules. No appointments are made without prior authorization by the Deputy State Superintendent.

#### PROBATIONARY PERIOD

All staff members are not considered as regular employees until they have worked for the Department for a probational period of six months. Permanent status is granted to the employee at the end of the probationary period.

Certificated employees, are subject to dismissal by the State Superintendent in accordance with Section 257.21, Code of Iowa.

#### NOTIFICATION OF VACANCIES

Every effort is made to keep staff informed of vacancies on which the Department is actively recruiting. The vacancies are published in the News of the Week and Personnel Officer uses memorandums periodically to advise staff of openings.

A staff member interested in vacant positions is to inform the immediate supervisor and Personnel Officer of this interest. The employee may then submit an application to the Personnel Officer. Interviews will be arranged as appropriate with the administrative staff concerned.

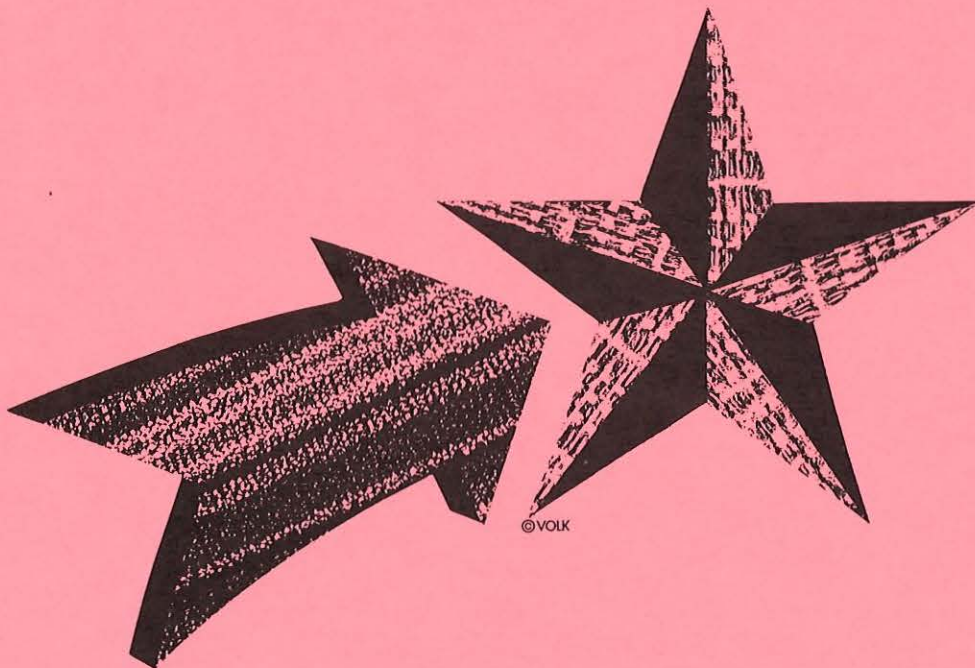
The Personnel Officer, in liason with Administrative staff, initiates action for State Board approval of all appointments. All applicants, successful or unsuccessful, will receive written notification from the Personnel Officer as to State Board action.

**Section VII**

**Position Classification,**

**Mobility**

**and Evaluation**







## Section VII - POSITION CLASSIFICATION, MOBILITY AND EVALUATION



### JOB CLASSIFICATION PLAN

Under the Merit System, positions within the classified services are grouped together so that those with similar duties, degrees of difficulty and responsibility are included in the same class. The classified service consists of all positions within the Department that are not specifically exempted from the Merit System.

The classification plan sets forth for each class of position a class title, definition, examples of work performed, minimum qualifications and special requirements that are necessary for satisfactory performance in the class. Personal qualifications commonly required of an employee such as good citizenship, honesty, loyalty, sobriety, industry, amiability to supervision, and willingness to cooperate with associates are implied for entrance into any class.

### JOB DESCRIPTIONS

There is a written job description for every position in the Department which clearly defines the duties and responsibilities of that position. It is the employee's responsibility to become familiar with their job description.

In order for the classified individual's job description to be accurate the employee and the direct supervisor are responsible for submitting a new



job description to the Personnel Director for filing with the Merit Commission when any significant change occurs in the duties and responsibility of the employee.

The certificated employee's job description is kept current by means of a semi-annual conference between employee and supervisor for discussion of duties and responsibilities of the affected position. It is the duty of the supervisor to file a written report of this conference with the Personnel Officer and the immediate Associate Superintendent.

#### POSITION ALLOCATION

Where allocation or creation of a new classified position is warranted, the Department will prepare a job description and other appropriate materials. The Merit Employment Commission will study the duties and responsibilities of this new position and determine proper classification. This requested position must then be approved by the Executive Council for varification of available funding before the position can be allocated. The employee will be notified of action on the position.

The allocation of or the creation of a new position for a certified employee may be initiated by either the Director of a Division, the Chief of a Section or the Associate Superintendent of the Branch to be affected by the new position. The Personnel Officer will then be responsible, in conjunction with the person initiating the request, to prepare (1) a job description and (2) facts substantiating the need for such position. Such report shall be submitted to the Deputy State Superintendent for study and approval or disapproval.

If approved, the request shall then be submitted to the State Superintendent for recommendation to the State Board of Public Instruction. If approval is granted by the Board, the Personnel Officer will immediately take the usual steps to secure applicants for the position.

## REALLOCATION OF POSITIONS

Reallocation is the process of reassigning a present position from one classification to another. When a position is reallocated to a classification with a higher pay range, the classified incumbent receives a salary increase according to the Merit Rules on promotion, and a new pay review date is set. When the position is reallocated to a classification with the same pay range, no change is made in the rate of pay. When a position is reallocated to a classification with a lower pay range, the rules of pay upon demotion apply.

## SPECIAL DUTY APPOINTMENTS FOR CLASSIFIED PERSONNEL

Merit Employment rules make provision for special duty assignments for classified employees. When the services of an employee are temporarily needed in a position with the Department, other than in a position to which assigned, they may be detailed, at the discretion of the Personnel Officer and with the approval of the employee's supervisor, to perform the duties of such position for a period of three months without change in title or status. This assignment may be approved for an additional three months by the Merit Employment Commission. During the term of this special duty assignment the employee will be paid at an appropriate step of the pay range for the classification to which assigned. In no case shall this appointment cause the employee to suffer a decrease in their present pay.

## PROMOTION

All permanent classified employees are encouraged, but not required, to apply for and take any promotional examination for which qualified. It is advisable for the employee to take these examinations so their name can be placed on the appropriate register and they can be contacted for consideration if the test ranking is sufficient and an opening becomes available. It is important that the employee respond to recruitment bulletins for positions they may be interested in. These bulletins are a major source of information about promotional



opportunities available to the employee throughout the Department.

Promotions set new pay review dates for Merit pay increases.

All certificated employees have the option of making application for any opening occurring within the Department by completing the necessary forms to update their file in the Personnel Office. An appropriate written resume may be required by the supervisor controlling such position. The Personnel Officer will arrange for a personal interview with all parties associated with the position. The final determination on such promotion will be made by the State Superintendent.

#### TRANSFER

Requests for transfer by classified employees between the branches, divisions or section of the department are considered in relation to vacancy needs. An employee will be transferred if a comparable vacancy exists and the transfer has the approval of all department heads involved in the transfer.

Transfers may be made to another position in the employee's present classification, or to a different class of position having the same pay grade. The employee must possess the qualifications for the new class and complete any performance examinations that may be required. The transfer must be approved by the supervisors involved and the Merit Employment Commission. Competition on a certificate of eligibles is not required.

The request for a transfer can be provided by a letter to the Personnel Officer explaining where the employee wishes to transfer and why. Merit Employment regulations do not permit the probationary employee to transfer to other state agencies during the first six months of employment.

Certificated employees wishing to transfer should make application requesting such transfer to either the Personnel Officer and the appropriate Associate Superintendent.

If the employee is transferring to position with another state agency the thirty (30) day and fourteen (14) day requirement outlined under "Resignation" in Section IX of this handbook must apply. This is necessary to permit the Personnel Officer to initiate all machinery for transfer of all accrued vacation leave, sick leave and other benefits to the new supervising agency.

#### VOLUNTARY DEMOTION

Any permanent employee of the Department may, in writing, request a demotion to a position in a lower class and the Department may make the demotion. In the case of a classified employee said employee must be certified by the Director of the Merit Employment Department as eligible for the class of position demoted to and must pass a performance test if one is required. There is no right of appeal to a voluntary demotion.

In case of a certificated employee a voluntary demotion is at the discretion of the State Superintendent upon the recommendation of the Associate Superintendent of the branch involved, and the Deputy Superintendent.

#### PERFORMANCE AND EVALUATION

The most important tool the employee and the supervisor can use to improve job performance is called performance planning and evaluation. This process provides an opportunity to discuss constructive methods to maximize and improve performance, to provide growth and development opportunities for the employee, and to increase job satisfaction.

Each Division Director, Section Chief, or Unit Supervisor is responsible for the performance evaluation of all staff members under their supervision.

Probationary employees are given a performance evaluation at the end of three months and of six months of employment. In this way, said employee is kept aware of how well they are doing on the quantity and quality of their work and appropriate attitudes and the work habits.



#### CLASSIFIED EMPLOYEES

The rating period of permanent classified employees is at a minimum of once a year though more frequent periods may be used as agreed to by the supervisor and the employee.

During the rating period it is the responsibility of the supervisor to monitor all classified employees in his unit. At the close of the rating period the supervisor will complete a performance evaluation and discuss such rating with the individual employee.

The employee should be prepared to discuss their job as well as any problems encountered, during the rating period.

At the close of the discussion, four copies of the report shall be dated and signed by the employee and the supervisor. These four copies will be delivered to the Associate Superintendent for review and signature after which one copy will be returned to the employee, one to the supervisor, and the original and one copy to the Personnel Officer.

#### CERTIFICATED PERSONNEL

All certificated employees will be evaluated annually in conference with the appropriate supervisor based on a special form provided for this purpose.

The main purpose of this conference shall be to set goals and objectives for the upcoming six months as they specifically relate to the job description for the position.

The employee and the supervisor, at the close of this conference, will sign four copies of the evaluation report; the supervisor will retain the original, the employee will retain one copy, one copy will be filed with the Associate Superintendent and the final copy filed with the Personnel Officer.

At the close of this period, the new conference will consider the previous objectives evaluate the progress achieved in relationship to the goals and

objectives previously determined and decide upon the objectives to be attained in the succeeding six month period.

This cooperative venture between supervisor and employee is not only a device to improve the employee's work output in relationship to the position held but also to increase the efficiency and workability of the entire Department of Public Instruction.





**Section VIII**  
**Disciplinary -**  
**Appeals and Grievances**



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## Section VIII - DISCIPLINARY PROCEDURES - APPEALS & GRIEVANCES



### INTRODUCTION

In order for the entire staff of the Department of Public Instruction to work in close harmony to accomplish the goals determined by the State Board of Public Instruction as well as those mandated by the Code of Iowa it is necessary that certain regulations and policies be established. Employees may be subject to certain disciplinary actions from counseling to discharge as described in this section for any of the following causes: failure to perform assigned duties, inadequacy in performance of assigned duties, narcotics, addiction, dishonesty, unrehabilitated alcoholism, negligence, insubordination, conduct which adversely affects the employee's performance, conviction of a crime involving moral turpitude, conduct unbecoming an employee of the Department, misconduct or any other just and good cause.

### PERSONAL COUNSELING

This is a suggested method to be used by the employee's supervisor relative to minor infractions. These counseling sessions are an attempt to explain and interpret certain situations so that the employee, in the future, will understand the necessity of proper procedures. It is the duty of the affected supervisor to maintain a written record of such sessions.



### ORAL REPRIMAND

The oral reprimand differs from counseling in that the counseling is meant to be a guidance and information experience. The oral reprimand is the device used by a supervisor in cases of minor infractions or inappropriate activity when the supervisor needs to advise the employee of the severity of their conduct and the possible repercussions of its repetition. It is the duty of the affected supervisor to maintain a written record of such oral reprimands.

### WRITTEN REPRIMAND

A written reprimand will be used by the supervisor for the more serious or for repeated infractions. After an interpretation of the problem by the supervisor to the employee, the report shall be signed by the supervisor and the employee with one copy of said report being retained by the supervisor and copies distributed to the employee, the Personnel Officer and the appropriate Associate Superintendent. The Personnel Officer shall make this report a part of the employee's record file. Repeated infractions of the same offense shall subject the employee to more serious disciplinary action.

### SUSPENSION

A classified employee of the Department may, upon the recommendation of the affected supervisor, appropriate Associate Superintendent and Deputy State Superintendent be suspended by the State Superintendent without pay for such length of time as is considered appropriate, but in no individual case to exceed thirty (30) days.

A written statement showing the reason for the suspension shall be delivered to the affected employee by the supervisor within twenty-four (24) hours from the time of announced suspension with one copy of such statement filed with the Personnel Officer and one copy with the Merit Employment Commission.

Any employee may appeal such suspension under the grievance procedures set forth in this section; any permanent employee, covered under Merit Rules and



Regulations may, within thirty (30) calendar days after such suspension appeal to the Merit Employment Commission for a review of such suspension.

#### REDUCTION WITHIN PAY GRADE

Classified employees may for good cause, be reduced to a lower step on their pay grade. Within twenty-four (24) hours of the action a written statement citing the justification for the reduction and its duration shall be delivered to the employee by the supervisor with copies filed with the Personnel Officer and the Merit Employment Commission.

The employee shall have the right to file a written appeal to the Personnel Officer. The Personnel Officer shall, after due consideration but not in excess of five (5) working days respond, in writing, to the appeal. If not satisfied, the employee may, within thirty (30) calendar days after the reduction, file an appeal with the Merit Employment Commission for review of such action.

#### DEMOTION

Any classified employee of the Department may be demoted, for good cause, to a lower class of position. A written statement setting forth the justification for such demotion shall be delivered to the employee by the supervisor within twenty-four (24) hours following the action with one copy filed with the Personnel Officer and one with the Merit Employment Commission. Any permanent classified employee may, within thirty (30) calendar days, appeal such demotion to the Merit Employment Commission for review.

A classified probationary employee does not have the right to appeal a demotion. They can appeal the demotion to appropriate State or Federal agencies if it is felt that discriminatory practices were involved in the action.

A certificated employee of the Department may be subject to demotion. Notice, in writing, of such demotion shall be delivered to the employee by the supervisor within twenty-four (24) hours of the action setting forth causes with copies



filed with the Personnel Officer, the affected Associate Superintendent, and the Deputy State Superintendent.

The right of appeal of such demotion by the affected certificated employee is set forth in "Grievances and Complaint Procedure" found in this section.

#### DISCHARGE

Reports of continued unsatisfactory work performances or for serious or repeated infractions of rules, regulations or policies may be construed as sufficient cause for the discharge of any employee of the Department.

A written statement citing the justification for discharge shall be delivered to the employee by the State Superintendent with copies filed with the Personnel Officer, the affected Associate Superintendent and the Deputy State Superintendent.

The classified employee may file an appeal to the Merit Employment Commission within thirty (30) calendar days following notification of discharge. Other employees may appeal discharges using procedure set forth in Section 257.24, Code of Iowa.

#### GRIEVANCE AND COMPLAINT PROCEDURE

The following steps are to be used in handling staff grievances or complaints. The term "employee" is to also be interpreted to mean "employees" where applicable.

##### Step I

The initial filing of a grievance or complaint may be given either orally or in writing by the employee in person to the immediate supervisor. A grievance or complaint related to an alleged act or occurrence involving a position, decision or judgement of other staff of the Department shall be made within five working days of the alleged act or occurrence. If the employee desires a written decision from the supervisor for personal record or for appeal as provided in Step 2 and Step 3, it is the responsibility of the employee to submit the complaint or



grievance in writing. The supervisor shall, within five working days of his personal receipt of the grievance or complaint, give his oral or written decision if applicable, to the employee. An employee assigned to the Administrative Support Staff will file any complaint or grievance with the Deputy State Superintendent with the same time factors applicable.

#### Step 2

If an employee is not satisfied with the decision in Step I, a written appeal may be made within five working days to the Associate Superintendent of the Branch to which assigned. Staff of the Information and Publication Services Section will make their appeal with the Deputy State Superintendent. This appeal shall be accompanied by a copy of the initial complaint or grievance and a copy of the initial decision of the supervisor if the initial actions were in writing. The Associate Superintendent or Deputy State Superintendent shall, within ten working days of his personal receipt of such appeal, affirm, modify or reverse the initial decision with a written copy to the employee and the employee's supervisor.

An informal hearing may be convened by the Associate Superintendent, or Deputy State Superintendent, with all parties prior to or at the time of the decision. Administrative Support Staff, if they disagree with a decision at Step I, will omit this step and appeal as outlined in Step 3.

#### Step 3

If the employee is not satisfied with the decision of Step 2, an appeal may be filed, in writing, within 10 working days to the State Superintendent with copies to the immediate supervisor; the Associate Superintendent; or Deputy State Superintendent; and the Personnel Officer. The State Superintendent will convene a hearing within twenty working days of his personal receipt of such appeal to which all parties involved with the complaint or grievance and the



decisions provided through Step I and Step 2 will be present. The State Superintendent shall in writing affirm, modify or reverse the previous decision with this determination being final, however classified staff may request the Iowa Merit Employment Commission to review the findings of the Department. Procedure in this instance is explained in Chapter 15, Section 15.3, Step 4 of the Rules of the Iowa Merit System. A copy of the Rules is on file with your immediate Supervisor or Personnel Officer. After all appeal procedures are exhausted, staff can resort to the appropriate court(s) for further reviews.

If the employee does not comply within the time limits of the appropriate step, it is assumed that the grievance or complaint was settled at the point of the last decision. Failure of the respective supervisory staff to comply within time limits, except Step 3, will automatically move the procedure to the next step.

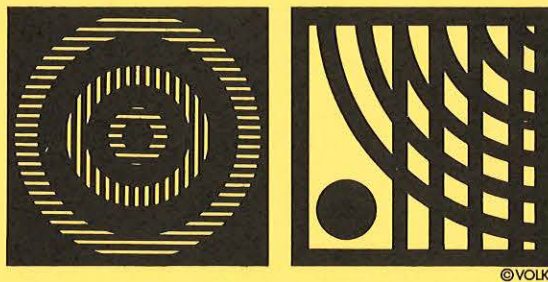
All written appeals shall state time and place of alleged grievance or complaint, procedure followed to date and corrective action desired. Third parties are allowed but must be identified in written appeals.

All hearings are to be informal with all interested parties notified far enough in advance as to date and time so proper arrangements can be made to attend hearings.

Any staff member who feels that actions resulting in the filing of a grievance or complaint were discriminatory can also file a complaint with the Iowa Civil Rights Commission or U.S. Office of Civil Rights. The complaints can be filed without fear of reprisal, but must be filed within prescribed time limits set by the appropriate State or Federal Agency.

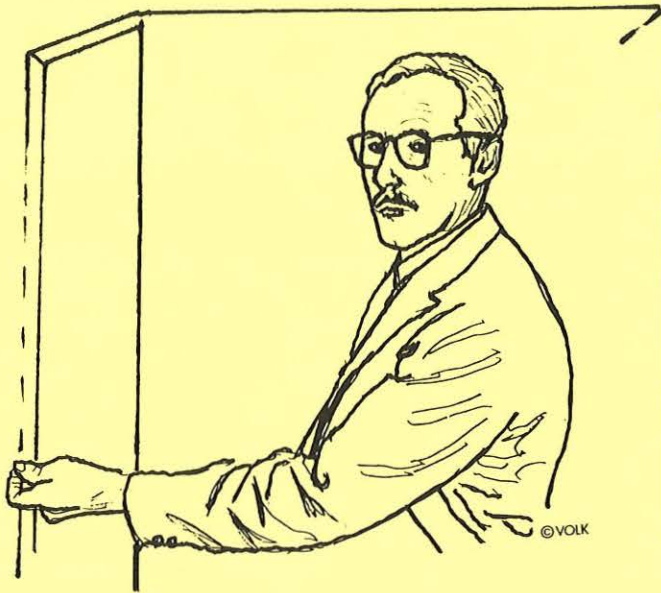
# **Section IX**

## **Termination Process**









### RESIGNATION

Resignation from any employee of the Department shall be filed in writing, one original and two carbon copies, with the employee's supervisor stating the employee's final day.

Upon receipt of such resignation the supervisor shall retain the original, file the copies with the affected Associate Superintendent and the Personnel Officer.

For certificated employees, this resignation shall be filed at least thirty (30) days prior to the proposed date of termination; for classified employees such notice, as set forth in Merit Rules and Regulations, shall be submitted at least fourteen (14) days (if possible, an earlier notification would be appreciated) in advance of leaving.

The time restrictions set forth in the above paragraph do not preclude an earlier release date for an employee if satisfactory arrangements can be made by the Personnel Officer and the employees supervisor.

### RETIREMENT

The employment of all employees of the Department of Public Instruction shall end upon attaining the age of sixty-five (65) years.

This does not preclude the State Superintendent, acting with the approval



of the State Board recommendation, from requesting the employee to consider continued employment beyond age sixty-five (65). By the same token, the employee may request, in writing to their supervisor, a consideration of an extension of employment beyond age sixty-five (65).

Extension time shall be set by the State Superintendent with the approval of the State Board.

#### REDUCTION IN FORCE

It is the current policy of the Department to let resignations and retirement reduce the staff. However, a restricted operating budget may cause a reduction in both certificated and classified personnel to be a necessity.

Also, shortage of work, a material change in duties or organization, or the abolishment of one or more positions may lead to reduction in staff by the Department.

All emergency, temporary, intermittent, provisional and probationary employees will be laid off before permanent personnel are affected

In the case of reduction of classified staff, this shall be done in a systematic manner and in compliance with Section 11.1(3), Merit Act and Rules.

#### TERMINATION

The services of any employee of the Department may be terminated for unsatisfactory work or for any other just and reasonable cause. Termination differs from resignation in that termination procedure is initiated by the supervisor while resignation is the initiative of the employee.

After discussion of a classified employee's work with other affected or appropriate staff, the supervisor shall decide (1) to immediately start termination proceedings or (2) to allow an additional "trial period" for work improvement by the employee. In either case, a written report of the decision shall be made. The original copy of which shall remain with the supervisor

and other copies forwarded (where applicable) to the employee, the Personnel Officer the designated Associate Superintendent, the Deputy State Superintendent and the State Superintendent.

If termination proceedings are carried forward and finalized by the State Superintendent they are subject to the approval of the State Board of Public Instruction. The affected classified employee also has the right to file an appeal within thirty (30) days to the Merit Employment Commission for a review of the case.

In the event of the necessity for termination procedures against a certificated or professional employee, the Director of the Division, the Chief of a Section, the Supervisor of the Unit, the Associate Superintendent of the Branch, or the Deputy State Superintendent shall initiate the action.

After discussion with the appropriate Administrative Staff and the Personnel Officer the person initiating the action shall determine (1) to proceed with termination action or (2) to provide for a "trial period" for further study of the employee's work and/or work habits. A written report of the decision shall be made. The original of this report is retained by the person initiating the action. Copies are forwarded (where applicable) to the employee, the Personnel Officer, the Associate Superintendent, the Deputy State Superintendent, and the State Superintendent.

If the termination procedure is continued and finalized by the State Superintendent his action is subject to the approval of the State Board of Public Instruction (Section 257.21, Code of Iowa). The certificated or professional employee has a "reasonable amount of time" in which to file an appeal to the State Board of Public Instruction for a review of the actions resulting in termination.

#### ABANDONMENT OF POSITION

Any employee who is absent from duty for three consecutive work days



without proper notification and written authorization by the supervisor may be considered to have resigned their position. Their employment will be terminated immediately.

S T A T E   O F   I O W A

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F O R

D E P A R T M E N T   O F   P U B L I C   I N S T R U C T I O N

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Des Moines, Iowa 50319

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Administration Branch

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M. L. Vaughn, Chief, Administrative Services  
Floyd A. Sievers, Personnel Officer

Affirmative Action Committee

Floyd Sievers, Personnel Officer  
Chairperson and Plan Coordinator  
Gayle Obrecht, Director  
Administration and Finance Division  
Bessie Gerstenberger, Consultant  
Planning, Research and Evaluation Division  
Sharon Slezak, Consultant  
Curriculum Division  
Carol Bradley, Consultant  
Special Education Division  
Mavis Kelley, Consultant  
Career Education Division  
Mario Barillas, Coordinator of Planning  
Rehabilitation Education and Services Branch



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## PREFACE

The Iowa Department of Public Instruction, in cooperation with other state and federal agencies, developed an affirmative action plan for Equal Employment Opportunity effective and continuing after July 1, 1973.

Historically the State Board of the Iowa Department of Public Instruction, hereafter referred to as the "Board" and the "Department," has adopted and reaffirmed on several occasions, policies or statements relative to equal employment pay and educational opportunities. Some of these are:

June 1965 - Reaffirmed its policy of Fair Employment Practices and Non-Discrimination.

February 1969 - Passed a resolution on "Employment of Disabled Persons."

February 1971 - Reaffirmed the Resolution of February 1969.

May 1971 - Positive recognition to a policy of Equal Educational opportunities for the Citizens of Iowa.

July 1973 - Adopted an affirmative action plan which included "a strong Administrative involvement and Commitment to a policy of Equal Employment Opportunities."

February 1974 - Reaffirmed its resolution on "Employment of Disabled Persons."



## INTRODUCTION

The State Superintendent of Public Instruction has pledged his full authority to ensure equal employment opportunity within the Department. This authority includes support of the mandates of state and federal government to provide and perpetuate equal employment opportunity in all aspects of employment and personnel practices.

The State Superintendent has also designated the Department's Personnel Officer as Coordinator of the Department's Affirmative Action Plan/Equal Employment Opportunity Policy. The Plan Coordinator will, with the aid of the Department's Affirmative Action Committee, periodically review and recommend change to the Plan. The changes shall be submitted to the State Superintendent by the Plan Coordinator who shall include a progress report on those goals/objectives as set forth in the Plan.

The Affirmative Action Plan of the Department is a challenge to all employees to actively support it and to also recognize and support those given administrative responsibilities in all aspects of the Plan. Through this unified effort equal employment opportunity will be achieved and maintained for all.

## AFFIRMATIVE ACTION PLAN

### I. GENERAL POLICY STATEMENT

The Department has and will continue to recognize and stress that equal employment opportunity/affirmative action involves a strong administrative commitment.

The General Policy of the Iowa Department of Public Instruction is to provide equal employment opportunity for all persons and to prohibit discrimination and/or discriminatory practices based on race, sex, color, religion, age, national origin or physical or mental handicapping conditions. This policy shall cover every facet of personnel policies, procedures and practices which shall include, but not be restricted to: recruitment; selection and placement; upward mobility and training; wages; working conditions; grievances and complaints; and terminations.

This policy shall be made known to employees. It applies to all employees and all applicants for employment with the Department in all job categories.

### II. LONG-RANGE DEPARTMENTAL GOALS

- A. One of the Department's long-range goals will be to increase and maintain a level of progress in the number of ethnic minorities employed. Statistical data reveal that within the Department's recruitment and labor market area the ethnic minority population exceeds 3%.

A staffing analysis of 900 employees indicates: 13% are administrators or managers; 46% are professionals; 36% are clerical workers; and 5% in other classifications. Ethnic minority population in these respective job classifications are: 2.5% in administrators or managers; 3.7% in professional; 4.3% in clerical; and 4% in the others.

It is the purpose of this plan, through actions specified, to exceed a 4% population of ethnic minorities employed in all job classifications by July, 1978. The Department will also, through this goal and actions specified, strive to have ethnic minorities represented in job classifications (operatives and technical workers) where none now exist.

- B. Another long-range goal will be to make reasonable progress in the employment of women in all levels of responsibilities and/or categories in proportion to their availability in the recruitment and labor market area.

Analysis indicates that 444 women or 49% of the staff occupy full-time positions.



We have 427 employees in job responsibilities at the professional level in which our female population is 22%. By July of 1978 the Department will strive to make this percentage level above 30%.

In 120 positions classified as officers and managers we have 8 or 6.7% of them filled by women. The Department will strive to increase this percentage to 10% by July of 1978. This is not a great growth but vacancies in this area occur primarily by retirement and these positions are filled by promotion.

Approximately 44% (400 plus) of our full-time staff occupy positions in lower levels of responsibility and/or job categories. The female population in these positions averages 89%, and 80% of the positions are clerical in nature. As a part of this long-range goal the Department will strive to reduce the 89% level. It must be recognized, however, that these positions are historically filled by females and female applicants are predominant. Male applicants for these positions are very selective and usually overqualified.

- C. Another long-range goal will be to make a concerted effort to have those employed members of the protective classes in job responsibilities at maximum utilization of their training and job skills.
- D. The Department will also reach and maintain adequate representation of minorities and women on committees, advisory bodies, boards and commissions.
- E. Another long-range goal of the Department will be to encourage all staff to participate in educational programs or development activities, within established statewide guidelines, to develop talents and skills toward full potential.
- F. The Department will maintain the current level of handicapped employed and will, through actions specified, increase the opportunities for their employment and advancement. Through resolutions and policies adopted and reaffirmed by the State Board of Public Instruction and through the concerted efforts of our Rehabilitation Education and Services Branch, the Department has always given the handicapped equal consideration.

### III. PLAN OF ACTION

This revised Affirmative Action Plan reaffirms the Department's policy in all personnel operations. The objectives and specified actions are to ensure full implementation of the plan/policy and the achievement of long-range goals. The plan is intended to cover daily work activities.

A. Dissemination of Plan and Policy

1. Objective:

Upon appropriate action of the Administration and the State Board of Public Instruction, the Department will then advise all employees, applicable state and federal agencies and other interested citizens and/or parties of the Department's Plan/Policy.

2. Specific Actions:

- a. Use in-house publication to publish policy and inform staff of Plan.  
Responsibility: Personnel officer and Information and Publications Section.  
Target Completion Date: August 20, 1976.
- b. Post copy of Plan on bulletin boards designated for staff information.  
Responsibility: Personnel officer and Assistant Director, Administrative Services Division, RESB Branch.  
Target Completion Date: August 20, 1976.
- c. Issue releases to media on Department's Plan/Policy.  
Responsibility: Information and Publication Services of Department.  
Target Completion Date: September 1, 1976.
- d. Provide copy of plan to appropriate State and Federal agencies.  
Responsibility: Plan Coordinator.  
Target Completion Date: Duration of Plan.
- e. Issue copy of Plan to all staff.  
Responsibility: Plan Coordinator and Assistant Director, Administrative Services Division, RESB Branch.  
Target Completion Date: No later than September 1, 1976.

B. Implementation Of Plan

1. Objective:

To prepare employees for implementation of the Plan.

2. Specific Actions:

- a. Formal training sessions for supervisory personnel on Plan content and implications.  
Responsibility: Plan Coordinator and Training Staff.  
Target Completion Date: September 1, 1976.



- b. Human Relations Training, i.e. Women in the Work World.  
Responsibility: Personnel and Training Staff.  
Target Completion Date: Duration of Plan.
- c. Assignment of staff roles throughout the department to ensure continuous coordination and monitoring of the Affirmative Action Plan.  
Responsibility: Associate Superintendent.  
Target Completion Date: October 1, 1976

C. Recruitment

1. Objective:

Develop and maintain, within budgetary limitations, a recruitment program and/or process to; achieve adequate penetration of the labor market, and long-range goals established in Section II of this Plan.

2. Specific Actions:

- a. Expand recruitment on all exempt (not in classified, merit, service) positions as follows:
  - (1) Maintain contact with and forward job announcements to all colleges and universities having appropriate academic preparation and placement services.
  - (2) List vacancies with the Job Service of Iowa with geographical extent of their recruitment determined by each vacancy.
  - (3) Publish list of vacancies to all RESB offices to stimulate applications from qualified handicapped individuals.  
Responsibility: Plan Coordinator, Personnel and Supervisory Staff.  
Target Completion Date: Duration of Plan.
- b. Maintain liaison and close cooperation with the Iowa Merit Employment Department on filling vacancies in the classified service.  
Responsibility: Plan Coordinator and Personnel Staff.  
Target Completion Date: Duration of Plan.

- c. Expand and maintain contact with recognized organizations of protected classes and list job vacancies with them, especially professional. The organizations will include, but not be restricted to; National Association for the Advancement of the Colored People, Spanish Speaking Center, National Organization of Women, Concentrated Employment Program, American Indian Movement and League of United Latin American Citizens, Rehabilitation Education and Services Branch of Department of Public Instruction, Commission for the Blind, Veterans Administration, i.e. organizations representing and serving the handicapped. The vacancies, where possible, will be listed with local chapters.  
Responsibility: Plan Coordinator and Personnel Staff.  
Target Completion Date: Duration of Plan.
- d. Establish and maintain an up-to-date mailing list of recognized organized organizations representing protected classes.  
Responsibility: Plan Coordinator and Personnel Staff.  
Target Completion Date: September 1, 1976 and Duration of Plan.
- e. Inform all employees of vacancies requesting their aid in recruitment, especially in seeking out applicants in the protected classes.  
Responsibility: Personnel Staff.  
Target Completion Date: Duration of Plan.
- f. Inform all supervisory staff that the Plan Coordinator and/or appropriate personnel staff must be advised of vacancies or projected vacancies at the earliest time to:
- (1) Review job descriptions to establish minimum qualifications and,
  - (2) revise, modify or remove qualifications that tend to be discriminatory.
  - (3) Identify jobs which could be filled by handicapped individuals with and without substantial restructuring.
  - (4) Plan and share responsibility for maximum recruitment effort.
- Responsibility: Staff as identified in objective.  
Target Completion Date: Immediately upon implementation of revised plan and for its duration.



- g. Review and revise all application forms or recruitment forms to remove those times that tend to be discriminatory.

Responsibility: Personnel Staff.

Target Completion Date: September 1, 1976.

- h. Act in cooperation with State Merit System to achieve appropriate use of special tests, testing arrangements, temporary appointments, interpreters, etc. as need for applicants or employees whose handicaps justify special arrangements.

Responsibility: Personnel Officer and RESB Chief of Placement.

Target Completion Date: Duration of Plan.

D. Appointments to Departmental Boards, Commissions, Committees and Advisory Groups not controlled by Executive Branch of State of Iowa.

1. Objective:

Evaluate current and future Boards, Commissions, Committees and Advisory Groups and recommend to Administration, as vacancies develop, the appointment of members of the protected classes.

2. Specific Actions:

- a. Initial evaluation; report and recommendations.

Responsibility: Plan Coordinator.

Target Completion Date: October 1, 1976.

- b. Submit report to the State Superintendent at least once a year of the make up of Boards, Commissions, Committees, and Advisory Groups.

Responsibility: Plan Coordinator.

Target Completion Date: June 1, 1977 and continuing thereafter.

E. Selection and Placement

1. Objective

To coordinate and conduct selection and placement activities at levels ensuring equal employment opportunities for all applicants/employees.

2. Specific Actions:

- a. Applications for specific vacancies will be "staffed" by appropriate personnel and supervisor before decision on selection is made. The appropriate administrative staff will also be involved in this selection.  
Responsibility: State Deputy or Associate Superintendents, Directors, Assistant Directors, Chiefs, Supervisors and Personnel Staff.  
Target Completion Date: Immediately when revised plan is implemented and for duration of plan.
- b. When applicants of the "protected classes" are not selected for a specific vacancy, the immediate supervisor may be requested to submit, in writing reason(s) for rejection(s) of applicant(s).  
Responsibility: State, Deputy or Associate Superintendents.  
Target Completion Date: As determined.
- c. The Department will train all supervisors relative to "pre-employment inquiries" and/or "job interviews" to ensure that information requested from the applicant is not discriminatory.  
Responsibility: Personnel Staff.  
Target Completion Date: October 1, 1976, and for Duration of Plan as new supervisors appointed.
- d. All employment interviews will be scheduled in areas free from architectural barriers.  
Responsibility: Personnel Officer and other appropriate administrative personnel.  
Target Completion Date: Duration of Plan.
- e. The Department, where possible and feasible, will delay selection of an applicant for exempt professional positions until 15 to 30 days has elapsed after recruitment notices were issued. This is to achieve maximum penetration of the labor market.  
Responsibility: Personnel Staff, Associate Superintendent, Director, Assistant Director, Chief or Supervisor.  
Target Completion Date: Duration of Plan.

F. Upward Mobility and Training

1. Objective:

To encourage and provide opportunities to all employees to move to higher levels of responsibilities whereby skills, knowledge and ability will be utilized to highest potential.



2. Specific Actions:

- a. Advise all staff in writing of Departmental openings, as they occur and encourage any interested to make application to personnel staff within 15 working days.  
Responsibility: Personnel Staff.  
Target Completion Date: As necessary and for duration of plan.
- b. Provide assistance to staff with proposed training and/or educational programs that will enhance current job performance or improve opportunities for promotions or upward mobility. This assistance will be in accordance to existing policies, rules and/or regulations.  
Responsibility: Personnel and Training Staff.  
Target Completion Date: As necessary and for duration of plan.
- c. Provide follow-up to all new employees after 30 days of employment to ensure that their initial training and/or job orientation was sufficient. If problems or deficiencies are evident, plan and coordinate refresher training with immediate supervisors.  
Responsibilities: Immediate supervisor, personnel and/or training staff.  
Target Completion Date: Duration of Plan.
- d. In July of each year review promotional activities for the previous fiscal year to determine percentage of those promoted that were members of "protected classes" and to ensure that every opportunity was and will continue to be afforded to those classes.  
Responsibility: Plan Coordinator, Supervisory Staff and Personnel Staff.  
Target Completion Date: As scheduled in objective.

G. Wages

1. Objective:

To develop, implement and maintain pay plans, within budgetary limitations, that ensures equal consideration for all employees relative to initial placement on the plans and pay progression.

2. Specific Actions:

- a. Review and double check all pay adjustments prior to effective date of change to ensure that they are due and equitable.  
Responsibility: Personnel Staff.  
Target Completion Date: No later than 2 weeks prior to effective date of change and for duration of plan.

- b. Verify all initial placements on salary schedules prior to appointment dates to ensure that pay is fair and agreeable to all.

Responsibility: Personnel and Administrative Staff.

Target Completion Date: Duration of Plan.

#### H. Working Conditions

##### 1. Objective:

To maintain Department facilities, within budgetary limitations, and provide safe, healthy, working conditions.

##### 2. Specific Actions:

- a. To encourage all employees, by in-house communications, to inform appropriate administrative staff of hazards that have a potential danger to health and safety.

Responsibility: All Staff.

Target Completion Date: Duration of Plan.

- b. To cooperate with appropriate State and Federal agencies relative to compliance with the provisions of the Occupational Safety and Health Act.

Responsibility: Personnel Staff and Appropriate Administrative Staff.

Target Completion Date: As requested and for duration of plan.

- c. To identify architectural, work station, and related environmental barriers to the employment of the handicapped in the Department, including planned remedial actions.

Responsibility: Personnel Staff and appropriate Administrative Staff.

Target Completion Date: December 31, 1976.

#### I. Grievance and Complaints

##### 1. Objective:

To provide to all employees procedures ensuring prompt, fair and impartial processing of all grievances and complaints without fear of reprisal.

##### 2. Specific Actions:

- a. During orientation advise new employees of grievance and complaint procedure and its location in Employee Handbook.

Responsibility: Personnel Staff.

Target Completion Date: Duration of Plan.



- b. Inform all employees who file a grievance and/or complaint of appeal rights on all decisions and of their right to file a complaint with the Iowa Civil Rights Commission if discriminatory practices were evident.  
Responsibility: Personnel and/or appropriate Administrative Staff.  
Target Completion Date: Duration of Plan.
- c. Provide follow-up on all actions taken on filed grievances and/or complaints to ensure that employee was given full freedom during the process and no reprisal resulted.  
Responsibility: Plan Coordinator and/or Personnel Staff.  
Target Completion Date: Within 15 days of all written actions filed.

J. Terminations and Lay-Offs

1. Objective:

To provide a lay-off and/or termination procedure that is equitable and assures employee of necessary assistance in severing and/or continuing the employee/employer relationship.

2. Specific Actions:

- a. Explore all avenues for continued employment before lay-off or terminations are processed.  
Responsibility: Personnel Staff.  
Target Completion Date: Duration of Plan.
- b. Develop a reduction-in-force formula when large lay-offs are necessary due to reduction in appropriations.  
Responsibility: State, Deputy, Associate Superintendents and Personnel Staff.  
Target Completion Date: When need is indicated.
- c. Conduct exit interviews on terminations and lay-offs to advise employee as to disposition of fringe benefits.  
Responsibility: Personnel, Supervisor and/or Payroll Staff.  
Target Completion Date: As soon as possible after termination date is established.

- d. Advise employee on appeal rights if employee feels that discriminatory practices or policies resulted in termination or lay-off.  
Responsibility: Plan Coordinator and/or Personnel Staff.  
Target Completion Date: As soon as possible after termination date is established.

K. Monitoring and Evaluation

1. Objective:

To ensure the Plan is implemented as designed, that objectives are secured, and that sufficient and adequate information is available for evaluation of affirmative action efforts.

2. Specific Actions:

Collect and maintain sufficient information regarding employment applications, appointments, advancements, grievances, etc., pertaining to protected classes to complete required reports and evaluate Department performance.

Responsibility: Personnel Staff.

Target Completion Date: Duration of Plan.







# QUALITIES OF A Good Secretary

**TRUSTWORTHINESS** . . . ability to keep confidential information.

**INITIATIVE** to act on own responsibility when necessary, and to do things without being told.

**ACCURACY AND SPEED** in taking and transcribing dictation; and **SKILL** in producing attractive work.

**KNOWLEDGE OF ENGLISH, PUNCTUATION, AND SPELLING.**  
This is the quality which business men most often find lacking.

**COURTESY AND TACT** in dealing with others, both customers and other office workers. These qualities are especially important in interviewing customers and answering the telephone.

**GOOD HEALTH AND ALERTNESS** as a result of proper exercise and sleep; on the job and wide-awake every day.

**A BROAD FOUNDATION** which will enable the secretary to become increasingly valuable as time goes by. This explains why a general education, as well as mechanical training, is valuable.

**A CHEERFUL DISPOSITION** which creates a pleasant office atmosphere. A ready smile, a spirit of harmony — no snobbishness.

**PROMPTNESS** in arriving at work; willingness to work overtime if necessary.

**GOOD TASTE IN DRESS**; presenting an appearance which is a credit to the office. Simplicity and neatness — no frills.

**A GOOD MEMORY** — ability to act as an "information bureau" when facts are needed; to relieve the employer of details so that he can concentrate on major plans and decisions. Ability to recognize the names and faces of customers.

**ORDERLINESS** in office routine; ability to find letters and papers quickly when they are wanted.

Be accurate and swift in handling dictation.



Be on time.



Keep healthy.



Exercise initiative—save your employer's time.



Compiled from a survey among executives of nationally-known business firms; including General Motors, National Cash Register Company, Remington Rand, Inc., Sears Roebuck and Company, Universal Pictures, Aetna Life Insurance Company, General Electric Company, Swift & Company, and many others; also from the extensive experience of our Employment Department in filling Secretarial positions in many types of business firms.

These qualities refer to young men as well as to young women secretaries. While most companies employ young women secretaries, there are some firms which employ only young men secretaries.

*Compliments of*

KEITH FENTON, *President*

E. O. FENTON, *President Emeritus*

**AMERICAN INSTITUTE OF BUSINESS**

Grand at Tenth (515) 244-4221 Des Moines, Iowa 50307

*Iowa's most distinguished business school*



# "Don'ts" for Secretaries



**DON'T TELL BUSINESS SECRETS** to relatives, friends, or customers. The word "secretary" is derived from the Latin noun "secretum," a *secret*. Originally, a secretary was a confidant, a person who was entrusted with secrets. Much confidential information passes through her hands.

**DON'T LET YOUR ATTENTION WANDER**, or yawn while waiting for dictation. Be mentally alert.



**DON'T LIMIT YOUR VOCABULARY** to a few overworked words such as "swell," "cute," "grand," "Dearie," etc. Learn to use good English in your regular conversation.



**DON'T OVERDRESS** . . . clothes, jewelry, or make-up. Good taste and conservatism inspire the greatest admiration.

**DON'T CHEW GUM** during office hours. It destroys your dignity.

**DON'T BE LATE**. There are too many punctual stenographers who would like to have your job.



**DON'T PERMIT PERSONAL TELEPHONE CALLS** or personal visitors to interrupt your work in the office. Such practices are simply *stealing time* from your employer.

**DON'T GOSSIP** with other employees during office hours. You are being paid to *work*.



**DON'T WATCH THE CLOCK**, nor cease to work a few minutes before closing time. Your employer expects value received for the salary he pays you.

## Don't Misspell Everyday Words Like These:

abhorrent	carburetor	ecclesiastical	lucrative	receiving	sumptuous
accessible	catarrh	effigy	macaroni	reliability	supersede
accommodation	chameleon	eloquence	malleable	reveille	superstitious
advantageous	chauffeur	embarrass	maneuver	rhyme	susceptible
advisable	chrysanthemum	ennui	martyr	routine	synonym
affirmative	commission	erroneous	mischievous	sanitary	tariff
aggregate	cinnamon	etiquette	misspell	separate	truly
allege	commitments	exhilarate	obscene	sergeant	tuberculosis
analysis	conceivable	exorbitant	obsequy	similar	undoubtedly
anonymous	condescension	extirpate	obsess	simile	unnecessary
anthracite	confectionery	extravagance	oscillate	soliciting	unusually
antiquity	congregation	facilities	palatable	stationary	valuable
apparatus	connoisseur	feasible	pantomime	(motionless)	vicinity
appropriate	conscience	grievous	partisan	stationery	victual
arid	conscientious	haphazard	perpetrator	(paper)	villa
asinine	continuity	harass	personnel	strenuous	visible
asparagus	controllable	harbinger	philosophize	subsidy	wherever
auxiliary	councilor (member of council)	heinous	piazza	successor	worrisome
beneficiary	counselor (advisor)	hemorrhage	plaque		
beseech	criticism	idiosyncrasy	poinsettia		
bilious	cynical	incredible	politician		
bouillon	development	infinite	possess		
brochure	diaphragm	irrelevance	precede		
bullion	dietitian	irresistible	preceptor		
canceling	diphtheria	jeopardize	prophecy		
cantaloupe	disseminate	justifiable	proprietor		
capital	dormitories	khaki	psychology		
(city)	drought	lightning	questionnaire		
capitol		linguist	rarefy		
(building)		liquefy	rebellion		

*Many of today's  
leading executives  
have advanced  
through  
Secretarial positions*

# Aurner's Letter Guide



By **ROBERT R. AURNER, Ph. D.,** Vice President, Management Consultant Division, **SCOTT, INCORPORATED**

Formerly Professor of Business Administration in the University of Wisconsin, and Member of the Lecture Bureau, 1930-1948; and Dean of the College of Commerce, Biarritz American University (United States Army University Center Number Two), Biarritz, France, 1945-1946. Management Consultant to leading business organizations. Dr. Aurner is the author of a number of books, the most recent of which is the volume, widely used in American colleges and universities, entitled **Effective Communication in Business, with Management Emphasis** (Cincinnati and New York: South-Western Publishing Company, Inc.). Dr. Aurner has also been Contributing Editor to **American Business Practice** and the **American Encyclopedia of the Social Sciences**.

## CORRECT SALUTATIONS

### A CONDENSED SELECTION IN FREQUENT PRESENT USE

All salutations are listed in the order of decreasing formality



The President  
The White House  
Washington, D. C. 20500

Sir:  
To the President:  
Mr. President:  
Dear Mr. President:

The Speaker of the House  
of Representatives  
Washington, D. C. 20515

Sir:  
My dear Sir:  
Dear Sir:  
Mr. Speaker:  
My dear Mr. Speaker:  
Dear Mr. Speaker:

The Honorable Earl Warren  
Chief Justice of the Supreme Court  
of the United States  
Washington, D. C. 20543

Sir:  
Mr. Chief Justice:

The Honorable Dean Rusk  
Secretary of State  
Washington, D. C. 20520

Sir:  
My dear Sir:  
Dear Sir:  
My dear Mr. Secretary:  
Dear Mr. Secretary:

Senator Richard C. Holt  
The United States Senate  
Washington, D. C. 20510

Sir:  
My dear Sir:  
Dear Sir:  
My dear Mr. Senator:  
My dear Senator:  
Dear Senator:  
My dear Senator Holt:  
Dear Senator Holt:

Representative George W. Lodge  
The House of Representatives  
Washington, D. C. 20515

Sir:  
My dear Sir:  
Dear Sir:  
My dear Representative Lodge:  
Dear Representative Lodge:  
My dear Mr. Lodge:  
Dear Mr. Lodge:



President C. T. Bissell  
The University of Toronto  
Toronto, Ontario

My dear Sir:  
Dear Sir:  
My dear President Bissell:  
Dear President Bissell:

Dean Charles B. Killian  
Mount Holyoke College  
South Hadley, Massachusetts 01075

My dear Sir:  
Dear Sir:  
My dear Dean Killian:  
Dear Dean Killian:

### Doctor of Philosophy (or Laws, or Medicine)

Dr. Roger F. Anderson (or, to man  
and wife)  
Dr. and Mrs. Roger F. Anderson  
4210 Mandan Crescent  
Madison, Wisconsin 53711

My dear Sir:  
Dear Sir:  
My dear Dr. Anderson:  
Dear Dr. Anderson:  
Dear Dr. and Mrs. Anderson:

### Professor (in a College or University)

Professor Robert L. Scott  
Department of Natural Sciences  
University of British Columbia  
Vancouver, British Columbia

My dear Sir:  
Dear Sir:  
My dear Professor Scott:  
Dear Professor Scott:  
**Note:** It is preferable **not** to abbreviate  
the word PROFESSOR.

**Note on Titles:** When the person ad-  
dressed holds several titles, as one from  
academic distinction, one from character  
of profession, and one from elective  
office, use the highest title. Example:  
Academic distinction: Doctor of  
Philosophy

Character of Profession: Professor of  
Chemistry  
Elective office: Presidency of a univer-  
sity. The title to be used in this  
instance: **President**.



### PROTESTANT FAITH

#### Bishop

Reverend Bishop Ralph T. Alton  
Bishop of the Wisconsin Area  
Methodist Church  
Madison, Wisconsin 53701

Dear Sir:  
My dear Bishop Alton:  
Dear Bishop Alton:

#### Clergyman

The Reverend C. R. Sylvester  
1111 Lake Boulevard  
Hollywood, California 90028  
(or, if a doctor of divinity)  
The Reverend Dr. C. R. Sylvester

Reverend Sir: (formal)  
My dear Sir:  
Dear Sir:  
My dear Mr. (or Dr.) Sylvester:  
Dear Mr. (or Dr.) Sylvester:

**Note:** It is preferable **not** to abbreviate  
the word REVEREND.

### ROMAN CATHOLIC HIERARCHY

To His Holiness Pope Paul VI  
Most Holy Father:  
Your Holiness:  
His Eminence Francis Cardinal Spellman  
452 Madison Avenue  
New York, New York 10022  
Your Eminence:  
My Lord Cardinal: (to Cardinals of  
foreign countries)

### Archbishop or Bishop

Most Reverend William E. Cousins  
2000 West Wisconsin Avenue  
Milwaukee, Wisconsin 53233  
Your Excellency:

### Monsignor

The Right Reverend Monsignor  
John H. O'Connor  
211 Jefferson Avenue  
San Antonio, Texas 78205  
Right Reverend and dear Monsignor:

### Priest

Very Reverend Patrick Flynn (or)  
The Reverend Patrick Flynn  
700 Downing Boulevard  
Pensacola, Florida 32504  
Dear Reverend Father:

### Sister

Sister Mary Angela  
St. Mark's School  
2345 Oakmont Avenue  
Kansas City, Missouri 64001  
Dear Sister:

### JEWISH FAITH

#### Rabbi

Rabbi S. W. Reiner (or)  
The Reverend S. W. Reiner  
(Place specified address here)

Reverend Sir: (formal)  
My dear Sir:  
Dear Sir:  
My dear Rabbi Reiner:  
Dear Rabbi Reiner:



General Earle G. Wheeler  
Chairman of the Joint Chiefs of Staff  
United States Armed Forces  
Washington, D. C. 20301

General John P. McConnell  
Chief of Staff  
United States Air Force  
Washington, D. C. 20330

General Harold K. Johnson  
Chief of Staff  
United States Army  
Washington, D. C. 20310

Admiral David L. McDonald  
Chief of Naval Operations  
Navy Department  
Washington, D. C. 20350

Sir:  
My dear Sir:  
Dear Sir:  
My dear General Wheeler:  
Dear Admiral McDonald:

**Special Note I:** In the case of Lieutenant  
General, Major General, Brigadier Gen-  
eral, Vice Admiral, Rear Admiral, follow  
the same form as in addressing a full  
General or Admiral, using one of the  
salutations shown above. Use the saluta-  
tion **My dear General** (or **Admiral**)  
**Blank**, if you wish to use the surname  
in the salutation; **NOT My dear Major**  
**General Blank**; **NOT Dear Rear**  
**Admiral Blank**. The same rule applies  
in forming the salutation for Lieutenant  
Colonel (Army and Air Force) and  
Lieutenant Commander (Navy).

**Special Note II:** In case of Colonel,  
Major, Captain, Lieutenant (Army and  
Air Force); and Captain, Commander,  
Lieutenant, Lieutenant (J. G.), and  
Ensign (Navy):

For army, air force, marine, navy,  
or coast guard officers of these ranks,  
liberal current practice approves a salu-  
tation using the appropriate designation  
of rank or title. Examples:

Dear Colonel Lee:  
Dear Captain Green:  
Dear Commander Wills:  
Dear Lieutenant Jensen:

### Enlisted Man: Army

Private Frank C. Hampton  
(Army Serial Number)  
Company G, 169th Infantry  
APO 711  
New York, New York 09711

Dear Sir:  
My dear Mr. Hampton:  
Dear Mr. Hampton:  
Dear Frank: (Personal)

### Enlisted Man: Marine Corps

Private James J. Reston, USMC  
(Unit Number)  
Care of FPO  
San Francisco, California 94001

Dear Sir:  
My dear Mr. Reston:  
Dear Mr. Reston:  
Dear Jim: (Personal)

### Enlisted Man: Navy

Fred W. Black, SN, USN  
Naval Ship or Station  
Care of FPO  
New York, New York

Dear Sir:  
Dear Mr. Black:  
Dear Fred: (Personal)



In order of decreasing formality

#### For Men

Sir:  
My dear Sir:  
Dear Sir:  
My dear Mr. Lee:  
Dear Mr. Lee:  
My dear Lee:  
Dear Lee:  
My dear John:  
Dear John:

#### For Women

Madam:  
My dear Madam:  
Dear Madam:  
My dear Mrs. Lee:  
Dear Mrs. Lee:  
My dear Miss Lee:  
Dear Miss Lee:  
Plural  
Mesdames (or)  
Ladies:



In order of decreasing formality

Respectfully submitted,	Sincerely,
Respectfully yours,	Cordially yours,
Yours respectfully,	Yours cordially,
Very truly yours,	Cordially,
Yours very truly,	[And a frequent option:]
Very sincerely yours,	Faithfully yours,
Yours very sincerely,	Yours faithfully,
Sincerely yours,	Faithfully,
Yours sincerely,	

(The last three are of recent development.)



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# THE AURNER CORPORATION

MANAGEMENT CONSULTANT DIVISION

POST OFFICE BOX 3434  
CARMEL, CALIFORNIA 93921

October 1, 19--

Mr. Frank L. Thomas, President  
Sales & Production Company, Inc.  
2000 East Seventh Street, N. E.  
Easthampton, Massachusetts 01021  
Attention: Correspondence Supervisor  
My dear Mr. Thomas:

Let me be among the first to congratulate you upon your interest in communications efficiency and in cutting correspondence costs. Experts who have made a special study-- in the practical research laboratory of the small, medium, and large business office--can give you some surprising cost figures discovered through the use of cost control.

In the difficult art of maintaining consistent quality in their communications output, some otherwise ultramodern executives seem to be only self-trained. What is commonplace knowledge to the expert is to some of them shocking fact and startling news: a letter is often more expensive than a comparable telegram or a long-distance telephone call!

"Business letters are expensive production tools that may easily be costing you more than \$1.50 each--at least half again as much as the old estimate of 99 cents each," writes the communications consultant, W. W. Ray, President of Ray and Associates, in his book entitled Effective Communications in Business. Chapter I presents the topic, "CAN YOU Slash Letter Costs?" Here is why the effective letter wins:

1. It extends the personal power of the executive and becomes his right arm. Says one president, "It enlarges my business field, gives me greater weight and stature!"
2. In summer and winter, spring and fall, it can be made to win business friendship.

If sixty of your letters cost you \$90, a 10 per cent rise in dictating--executive efficiency, clarity, and power will return to your treasury \$9 in clear capital savings.

Sincerely yours,

THE AURNER CORPORATION

*Robert R. Aurner*

RR Aurner:kd

President and Director

Enclosure

Copy to Communications, Inc.

# Your Guide to Good Transcription

Quick, clear-cut answers to the 52 questions most frequently asked about letters and how to write them

1. Make the message look like a picture in a frame. Let it assume the same proportions as those of the sheet upon which it is typed.
2. A Zip Code number is now used in place of a zone number. It appears on the same line as the city and state, with one space between the state and the Zip Code number. Do **not** place parentheses around the Zip Code number. Do **not** place a comma before it.
3. Center the date line immediately under the letterhead or place it so that it ends even with the right margin. In either case type it two single spaces below the city and state line of the letterhead.
4. Spell names of months in full, both in the date line and in the body of the letter.
5. Use **st**, **d**, **nd**, **rd**, and **th** after the number of the day only when the month is not mentioned. Omit at other times.
6. Separate with a comma the day of the month from the year.
7. Omit punctuation after the year except within a sentence, in which case insert a comma.
8. Type the address in block form even with the left margin and three to eight single spaces below the date line, depending on the length of the letter.
9. Make the several lines of the address as nearly equal as possible. To this end you may place the addressee's title (a) on the same line as his name, (b) on the following line preceding the name of the firm, (c) on a line by itself, your decision depending on the length of the title, the length of the addressee's name, and the length of the name of the firm.
10. Separate with a comma the addressee's title from his name or the firm name as the case may be.
11. Capitalize the principal words of titles and the names of departments (Credit Department, Sales Promotion Department).
12. Use no punctuation after the lines in the address except after permissible abbreviations.
13. It is good practice to write the firm name as it appears on the firm's own letterhead.
14. The sign "&" [and] is permissible only when the firm itself uses it.
15. It is permissible to abbreviate "Incorporated" ["Inc."] and "Limited" ["Ltd."], preceding them with a comma. Only when they occur within a sentence are they followed by a comma. Write in full the words "Company" and "Corporation."
16. Write in full the words North, South, East, and West in street directions.
17. Spell out the number naming a street, if it is ten or below; for eleven or above, use figures. Example: 345 South 47 Street.
18. For postal sections of a city, use initials followed by periods, but do not abbreviate Avenue, Boulevard, or Street.
19. Type the state on the same line as the city in the address. Separate with a comma the state (or country) from the city. It is wise to use a three-line address on the envelope; if there is no street address, put the state on a separate line.
20. Write in full the names of states. Exception: the District of Columbia may be abbreviated "D. C."
21. If an "Attention" phrase is necessary, center it two single spaces below the address and two single spaces above the salutation. Underline the entire phrase. In the **full block** form of letter the attention line is typed even with the left margin. Capitalize only the principal words. Choose the proper salutation without regard to the attention phrase.
22. Leave two spaces after a colon, exclamation point, question mark, or period (except a period following an initial or abbreviation). Leave one space after a comma or semicolon. Leave two spaces between sentences.
23. The first word of a salutation is always capitalized. Note that the word "dear" is **not** capitalized unless it is the first word.
24. Type the salutation even with the left margin, two single spaces below the last line of the address, or two single spaces below the attention line if one is used. The salutation is followed by a colon. Do **not** use a hyphen.
25. Begin the body of the letter two single spaces below the salutation. Indent the paragraphs five to (not more than) ten spaces. The block form (no indentation) is optional.
26. To maintain a reasonably even right margin requires occasional hyphenation. Avoid over-frequent hyphens. Divide a word only when it is necessary.
27. A hyphen or dash is placed not at the beginning of a line but at the end of the preceding line.
28. Use the comma to point off words or word groups used in a series when there are at least three units. Always place a comma before **and**, **or**, or **nor** in a series of three or more.
29. The dash is made by striking the hyphen twice, without spacing before or after.
30. Double-space between paragraphs.
31. The hyphen [-] is used to link together compound words.
32. Capitalize the first word of a direct quotation.
33. Use figures and write in full the word **cents**. [In tabulating work the characters 99c or \$.99 are acceptable.]
34. At the end of a quotation a comma or a period should precede the quotation mark. A semicolon or a colon should follow the quotation mark. In a quotation, a question mark or an exclamation point is placed inside the quotation marks when a part of the quoted matter; outside when not a part.
35. Set off with commas a word or words in apposition.
36. Within a sentence a title following the name is both preceded and followed by a comma.
37. When referring to articles and books, it is customary to place in quotations the titles of articles, short monographs, and chapters; and to underscore or type entirely in capitals the titles of books. Such titles are preceded and followed by commas only when they are in apposition.
38. Use a colon after the words that introduce an enumeration or a long quotation. Use a comma before a short quotation.
39. Block in and center enumerations and long quotations. Double-space between paragraphs.
40. Place a period after a point number of an enumeration, and space after the period.
41. Begin the second and following lines of centered material directly under the first letter of the first word of the first line.
42. A quotation within a quotation is enclosed in single quotation marks [' ']. Double quotation marks are placed with relation to other punctuation marks according to Guide No. 34. Examples: He said, "This knowledge gives me more 'weight.'" He said, "This knowledge gives me more 'weight'!" He said, "Will this knowledge give me more 'weight'?"
43. Seasons of the year are capitalized only when they are personified. [Example: "Harsh Winter and his minions fade . . . and gentle Spring takes o'er her reign."]
44. Express even sums of money without the decimal and ciphers.
45. Express percentages in figures; spell out **per cent**.
46. Use a hyphen to connect two or more words compounded to express a single idea.
47. Type the complimentary close two single spaces below the last line of the body of the letter, beginning it at a point about midway between the right and left margins.
48. Type the firm name (if used in the signature) in solid capitals on one line, beginning it at a point two single spaces directly below the first letter of the complimentary close.
49. Type the official title (if used) four single spaces below the company signature, and begin it even with the beginning of the company signature.
50. Type the signature identification and stenographic reference flush with the left margin and ON A LINE EVEN WITH the dictator's official title.
51. Type the word **Enclosure**, or the abbreviation **Enc.** or **Encl.** (if this notation is necessary), flush with the left margin two single spaces below the signature identification. More than one enclosure is indicated by adding the correct figure: **Enclosures 2**; or **Enc. 4** or **Encl. 4**.
52. The phrase **Copy to** or **Copies to** (also **cc** or **CC**) may appear preceding the name or names of individuals or firms to whom carbon copies are being sent. The phrase is typed one single space (or, if the letter is short, two single spaces) below the item above it, flush with the left margin.

**ZIP CODE**

Replaces Postal Zone Numbers

To speed mail deliveries, the U.S. Post Office has installed the use of ZIP code numbers to replace the zone number system for addressing mail.





# Punctuation made easy

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## USE THE COMMA

1. To point off a subordinate clause preceding its principal clause (clauses often introduced by words like *if, unless, since, because, etc.*). "If he comes in today, please welcome him."
2. To separate co-ordinate clauses joined by one of the pure conjunctions (*and, but, for, or, neither, nor*).
3. To point off an introductory phrase containing a verb. "To finish the work, they used a calculating machine."
4. To point off a dependent word or word group that breaks the direct continuity of the sentence.
5. To point off parenthetical words, phrases, and clauses.
6. To point off words or word groups used in a series when there are at least three units.
7. To point off words used in direct address or in explaining other words. "We are glad, Mr. Wright, that you could be here."
8. To point off sentence elements that might be wrongly joined in reading if there were no commas.
9. To separate numbers (7,891,000).
10. Before a short quotation, "He said, 'Let's go home.'"

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## USE THE SEMICOLON

1. Between independent groups containing commas.
2. Between the members of a series of clearly defined units, upon each of which special emphasis is to be laid.
3. Between the members of a compound sentence when no conjunction is used. "He'll come today; he'll not come tomorrow."
4. Before such expressions as "namely," "viz.," "i. e.," "e. g.," "to wit."

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## USE THE COLON

1. After the salutation of a business letter. "Dear Mr. Thomas:"
2. Between two independent groups having no connecting word between them, the first group pointing forward to the second.
3. After forward-looking expressions.
4. Before a long quotation.
5. To separate hours and minutes when expressed in figures. (10:15 A.M.).

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## USE THE PERIOD

1. At the end of a sentence. "Come as soon as you can."
2. After all initials and after most abbreviations (F.O.B., Ltd., R. R. Ames. But: WPB, SEC).
3. Between dollars and cents expressed in figures. "\$97.50."

?

## USE THE QUESTION MARK

1. After every direct question. "How many are coming?"
2. After a question in abbreviated form (What is your opinion of the Baltimore & Ohio? the Santa Fe? the Union Pacific?).
3. In parentheses (?) to denote doubt or uncertainty.

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## USE THE HYPHEN

1. To indicate the division of a word at the end of a line.
2. To join the parts of certain compound words. "Thirty-nine people attended the meeting."

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“ ”

## USE QUOTATION MARKS

1. Before and after a direct quotation. "Hail and farewell."
2. To enclose the title of an article published in a periodical.
3. Single quotes are used to indicate a quotation inside a quotation. "He exclaimed, 'Wait for me!'"
4. In quotations of more than one paragraph, quotes are used at the beginning of each paragraph and at the end of the last paragraph.
5. When a quotation mark and another mark of punctuation occur together, follow these rules:
  - (a) Place the period or the comma always inside the quotation mark.
  - (b) Place the colon or the semicolon always outside the quotation mark.
  - (c) Put any other mark inside when it is part of the quotation; outside when it refers to the entire sentence, of which the quotation is only a part.

## USE THE DASH

1. Sometimes for emphasis — to put a sharp stop in the path or to show a break in thought. "Wait — I've got another idea."
2. To set off parenthetical expressions with more than ordinary emphasis: "These binding contracts — and let no one underestimate their importance — must be fulfilled to the letter."

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## USE PARENTHESES

1. To enclose technical references; and numbers or letters in enumerations run into the text. "He plans (1) to write the chapter and then (2) to revise it."
2. To enclose parenthetical, explanatory, or supplementary material.
3. To enclose figures following amounts expressed in words. "Ten dollars (\$10.00)."

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## USE BRACKETS

1. To insert something into the written material of another writer.
2. To enclose a parenthetical expression within material already in parentheses.

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## USE THE APOSTROPHE

1. To indicate possession. "Sherman's book."
2. To indicate the omission of letters in a contraction "They can't come."
3. To indicate the plural of abbreviations, letters, figures, and words. "Two 5's and three 9's."

• • •  
OR  
\* \* \*

## USE OMISSION MARKS

1. To signify the omission of letters or words in quoted material.
  - (a) Three marks or dots are used when the omitted portion does not end on a period.
  - (b) Four marks or dots are used when the omitted portion does end on a period.

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## USE THE EXCLAMATION MARK

1. After exclamatory sentences or expressions. "What a man!"

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