

# RECOMMENDATIONS

1. Establish **objectives** for each department to ensure the **goals of the School** are being met. The objectives should include:
  - ⇒ **Responsibility and accountability criteria** for each position
  - ⇒ Determine if **similarities and differences** should exist between schools (each having their own culture)
  - ⇒ Identify **role and training needs** of manager as a supervisor and coach
  
2. Establish **regular scheduled meetings**
  - ⇒ Between each department to ensure the **goals** are being met
  - ⇒ Within each department to review status of **objectives**
  - ⇒ Between counterparts to review **responsibilities and best practices**
  
3. In connection with the objectives of the department, **revise current clerical job descriptions** to reflect:
  - ⇒ Primary **function** of position
  - ⇒ Degree of **complexity and decision making**
  - ⇒ Requirements for **satisfactory performance**
  
4. Based on **revised job description** determine if:
  - ⇒ Job is **too large or too small** for one person
  - ⇒ Complexity of responsibilities reflect accurately the **current job pay level** for each of the positions
  
5. Establish a **workflow process chart** on major events, programs and processes to determine:
  - ⇒ Who should be **involved** in process
  - ⇒ How to **streamline and automate**
  - ⇒ If an event or program, should it be managed by a **group** (committee) or by an **individual**
  
6. Develop a process to ensure revised job descriptions are **updated on a regular basis**:
  - ⇒ When department **changes** its goals and objectives
  - ⇒ When a **performance review** on an employee is completed
  - ⇒ When a position is **vacated** and **before** posting a **replacement**