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THIS BOOK DOES  
NOT CIRCULATE

A G R E E M E N T

between

The Board of Education  
of the Borough of Glen Rock

and

The Glen Rock School Administrators Association

1972-73

PREAMBLE

THIS AGREEMENT is made and entered into by and between the GLEN ROCK BOARD OF EDUCATION, (hereinafter referred to as the "Board") and the GLEN ROCK SCHOOL ADMINISTRATORS ASSOCIATION (hereinafter referred to as the "Association").

ARTICLE I

PRINCIPLES

Section 1. This agreement is negotiated in order to establish for its term the terms and conditions of employment of all members of the staff employed in the classifications set forth in Appendix "A" attached hereto and made a part hereof.

ARTICLE II

RECOGNITION

Section 1. The Board recognizes the Association as the sole and exclusive negotiating agent for the purpose of collective negotiations on terms and conditions of employment on behalf of all employees in the classifications set forth in Appendix "A" attached hereto and made a part hereof.

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## ARTICLE III

### GRIEVANCE PROCEDURE

#### Section 1. Definitions

A grievance shall mean a claim by a member of a staff that there has been to him or her a personal loss, injury or inconvenience because of a violation, misinterpretation or inequitable application of an established policy governing employees which relates to or involves the employee and the exercise of the duty assigned to him. A grievance under this procedure must be initiated by the employee within one month of its occurrence.

Staff member shall mean any regularly contracted employee of the Board of Education employed in the classifications set forth in Appendix "A".

Immediate supervisor shall mean the person who has the responsibility for immediate, direct administration of the staff member.

Representative shall mean counsel or other persons of his choice designated in writing by the staff member, the immediate supervisor, or the superintendent.

School day shall mean a day in which the central office is open to transact business.

#### Section 2. General Provisions

It is the intent of these procedures to provide for the orderly settlement of differences in a fair and equitable manner. The resolution of such differences at the earliest possible stage is encouraged.

A staff member shall have the right to present

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his complaint in accordance with these procedures, free from coercion, interference, restraint, discrimination, or reprisal.

A staff member shall have the right to be represented at any stage of the procedures by persons of his own choice.

Each party shall have access to all written statements and records pertaining to such case.

All hearings shall be confidential.

It shall be the responsibility of the superintendent of schools to take such steps as may be necessary to give force and effect to these procedures.

At each step of the procedures, if differences are not resolved within the prescribed time, the staff member has the right to move directly to the next stage.

The function of these procedures is to assure equitable and proper treatment under the existing laws, rules, regulations, policies and this agreement which relate to or affect the employee in the performance of his duties. They are not designed to be used for changing such policies and regulations or establishing new ones.

### Section 3. Procedures

Any staff member who has a grievance shall present his complaint to his immediate supervisor or directly to his principal in an attempt to resolve the matter informally at that level.

If differences are not satisfactorily resolved through this informal conference, then the staff member

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shall set forth his grievance in writing, stating the nature of the grievance, the nature and extent of the injury, loss or inconvenience, the results of previous discussions, and his dissatisfaction with decision previously rendered, and bring the matter to the person next in administrative responsibility.

Such administrator shall render his determination in writing, and forward a copy to the supervisor, within five (5) school days after it is brought to his attention in accordance with the preceding paragraph.

If the matter is not satisfactorily resolved at this stage, the staff member may proceed to the next stage.

#### Formal Stage

The staff member shall initiate this stage by making a written request to the superintendent of schools (with copies for the Board of Education and all others involved), for review and determination. Such request shall be made within five (5) school days after a determination has been rendered at the preceding stage.

The superintendent shall immediately notify all parties involved to submit written statements to him (with copies for the Board of Education) within five (5) school days, setting forth the specific nature of the complaint, the facts relating thereto, the determination previously rendered, the name of representatives (if any), and a request for an informal hearing, if desired.

If such is requested by either party pursuant

to the section immediately above, the superintendent shall notify all parties concerned of the time and place when an informal hearing will be held where such parties may appear and present oral and/or written statements supporting their position. Such hearing shall be held within ten (10) school days of the receipt of the request by the superintendent. Copies of this request will be forwarded to the Board of Education.

The superintendent shall render his determination in writing to both parties, with copies to the Board of Education, within ten (10) school days after all evidence, oral and written, has been presented to him.

If the matter is not satisfactorily concluded at this stage, the staff member may proceed to the appeal stage.

#### Appeal Stage

The staff member shall initiate this stage by making a written request to the Board of Education for review and determination within five (5) school days of the final determination by the superintendent.

The President of the Board of Education shall request the superintendent to submit all written records of the case.

A hearing shall be held within fifteen (15) school days of the receipt of the appeal by the President of the Board.

The staff member, the immediate supervisor, the superintendent and their representatives (if any)

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shall have the right to be present and to present testimony at such hearing.

The Board may also require the presence and testimony of any other person it so desires.

Within fifteen (15) school days after the conclusion of the hearing, the Board shall render a final decision, which shall be conclusive except for appeals as may be provided for under New Jersey statutes.

In the event that the superintendent is the immediate supervisor of the employee and the matter cannot be resolved at that level, then the formal stage shall be eliminated and the staff member shall make a written request to the Board of Education for a hearing, submitting in writing his grievance as previously provided for herein, together with all evidence presented at the informal discussion with the superintendent with sufficient copies for all members of the Board.

All documents, communications and records dealing with the processing of a grievance shall be filed in a separate grievance file and shall not be kept in the personnel file of any of the participants.

## ARTICLE IV

### SALARIES

Section 1. Salaries of personnel covered in this agreement shall be determined in accordance with the plan set forth in Appendix "B" attached, subject to the modifications set forth in Sections 2 and 3 of this Article.

Section 2. The calculated salary, as determined through the application of Section 1 of this Article, shall be subject to an adjustment within the range of .02 added to or subtracted from the established ratio by which the calculated salary was determined. This adjustment shall be determined annually for each individual and shall be based on an evaluation of that individual's performance in his assigned role.

The sequence of events in the evaluation process shall be as follows:

a) Prior to the beginning of each contract year the superintendent and each administrator shall confer. During this conference goals for the coming year, areas of desired improvement in the administrator's performance, and a program of improvement shall be discussed and established within the framework of the "Performance Criteria" which are set forth in detail in Appendix "C" of this agreement.

b) In addition to informal and joint assessment



of progress during the contract year there shall be held at least one formal "progress conference" between the superintendent and the administrator. This "progress conference" shall take place not later than six calendar months, nor sooner than four calendar months, after the beginning of the contract year.

c) During the ninth calendar month of the contract year a third formal conference shall be held between the superintendent and the administrator, during which an evaluation of the administrator's performance and any change in it that may have occurred during the contract period shall be made.

d) In making his evaluation it shall be the responsibility of the superintendent to gather and use all possible data, and to order and weigh such data in relation to its source and motivation.

e) In the event that the administrator objects to the superintendent's evaluation, the administrator shall have the option of presenting a third party witness in his behalf at a further conference with the superintendent. Any request for such further conference shall be made not later than five (5) school days, and the conference shall be held not later than ten (10) school days, after the evaluation conference specified in paragraph "c" above. Failure of the administrator to request such

conference within the time specified or failure to attend the conference when established shall be a bar to any other recourse that might be available. If the superintendent fails to hold a properly requested conference within the time specified, the administrator may appeal the evaluation directly to the Board of Education.

The superintendent shall report his evaluation to the Board of Education. He shall also report any objections raised by the administrator. The actual salary for the next contract period shall then be determined by the application of Section 1, 2, and 3 of this Article.

Section 3. For the 1969-70 and subsequent school years the salaries determined in accordance with the plan referred to in Section 1 and Section 2 of this Article shall be modified as follows:

a) The actual salary of the year preceding the contract year shall be subtracted from the calculated salary for the contract year as adjusted by the application of Section 2.

b) The difference so obtained shall be multiplied by the applicable factor in the following table:

if the difference is	the factor is
less than \$2,000	1.00
\$2,000 - \$2,999	.90
\$3,000 - \$3,999	.80
\$4,000 or more	.70

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c) The product so obtained shall be the dollar increase and shall be added to the actual salary of the year preceding the contract year to obtain the actual salary for the contract year.

#### ARTICLE V

##### MODIFICATION OF AGREEMENT AND NEGOTIATION OF SUCCESSOR AGREEMENT

Section 1. Not later than October 15, 1973, the Board agrees to enter into negotiations with the Association over a Successor Agreement. By the same date, the Association agrees to present to the Board its proposals for the Successor Agreement. Any agreement so negotiated shall apply to all members of the negotiating unit and shall be reduced to writing and signed by all the parties.

#### ARTICLE VI

##### TERMS AND CONDITIONS OF EMPLOYMENT

Section 1. All personnel covered by this agreement are entitled to the following premium payment by the Board of Education in the Public and School Employees Health Benefit Program: Full premium cost on the individual employee, and one-half premium cost for all dependents.

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## ARTICLE VII

### DURATION

Section 1. The provisions of this Agreement shall become effective as of July 1, 1972, and shall remain in full force and effect until June 30, 1974, subject to the agreed upon changes set forth in Section 2 and 3 of this Article that shall become effective on July 1, 1973, for the remainder of the effective term of this Agreement.

Section 2. Effective July 1, 1973, Appendix "B", paragraph 3, shall be amended to read as follows: "The ratio so determined shall be subject to adjustment as specified in Article IV, Section 2, of this agreement and such adjusted ratio shall be multiplied by the salary on the teachers' salary guide at the step and level placement that would be appropriate for a teacher of the same training and experience. For persons with an earned doctorate the 6-year level teachers' guide shall be used."

Section 3. Effective July 1, 1973, the factor to recognize range and scope of position as set forth in Appendix "B", paragraph 2, shall be amended by increasing specific positional factors as follows:

Secondary Principal from 0.225 to 0.25

Assistant Superintendents from 0.275 to 0.30

Section 4. It is agreed by both parties that no other changes shall be proposed for negotiations until the opening of negotiations for the 1974-75 contract year.

In witness whereof the parties have duly executed this agreement on the        day April, 1972.

GLEN ROCK BOARD OF EDUCATION

By \_\_\_\_\_  
President

GLEN ROCK SCHOOL ADMINISTRATORS ASSOCIATION

By \_\_\_\_\_  
President

APPENDIX A

Recognition

Employees covered by this agreement include:

Assistant Superintendents

Principals

Vice-Principals

Director of Guidance Junior-Senior High School

Coordinator of Child Study Team

Director of Community School

APPENDIX B

Salary Policy

1. Salaries for administrative personnel covered by this agreement shall be based on the teachers' salary schedule for the applicable contract year.

2. The ratio for each person shall be determined by summing the applicable ratio factors in parts 1 through 4 of the following:

a. Base	1.00
b. Adjustment for 12-month contract	0.20
c. Factor to recognize range and scope of position:	
Director of Community School	0.10
Coordinator Child Study Team	0.10
Director of Guidance	0.10
Vice-Principal	0.10
Elementary Principal	0.15
Secondary Principal	0.225
Assistant Superintendent	0.275
d. d. Recognition for earned doctorate	0.05

3. The ratio so determined shall be multiplied by the maximum salary on the teachers' salary guide at the 5-year level, or higher as may be applicable. For persons with an earned doctorate the maximum of the 6-year level guide shall be used.

4. The product so obtained shall be the calculated salary for the contract year.

## APPENDIX C

### PERFORMANCE CRITERIA - ADMINISTRATORS

#### Operational Components

Administrative Skills - In performing his duties, it is expected that the administrator shall

1. plan the organization of his staff so that each member understands his role, responsibility, and concomitant authority
2. evaluate personnel based on all available relevant data, which has been analyzed and weighed by him in respect to its source, motivation, and authenticity
3. delegate sufficient authority to subordinates to enable them to carry out assigned tasks
4. exhibit, in exercising judgment and reaching decisions, consistency in anticipating outcomes, analyzing alternatives, and effectively using all available resources.

Leadership - In exercising leadership, it is expected that the administrator shall

1. supervise his subordinates via observations and conferencing, with the primary purpose of improving the learning/teaching process
2. meaningfully involve subordinates, superiors, and peers in decision making when decisions affect them
3. promote high morale through reciprocity of communication and willingness to listen
4. encourage individual expression and constructive dissent expressed through established channels
5. develop and maintain a relationship with subordinates that is characterized by influence, persuasion, support, gentle control, and avoidance of scapegoating
6. establish a challenging work atmosphere in which subordinates will feel worthy and motivated.

Management of Role Requirements - In managing his time and activities in meeting the requirements of his role, it is expected that the administrator shall

1. keep abreast to research findings, technical developments, and educational innovations
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2. efficiently maintain adequate records that conform to state law and local regulations and that enable him to accurately prepare required reports
3. economically secure and allocate resources in accordance with budgetary guidelines
4. assume responsibility for the implementation of Board policies and administrative regulations within the framework of the law and negotiated agreements
5. exhibit a communication technique characterized by being factual, pertinent, accurate, complete, timely, and free from extraneous detail
6. conduct his routine requirements with regularity, promptness, and the necessary "follow through".

Creativity, Flexibility, Balance - It is expected that the administrator shall

1. evidence the ability to adjust to all variations in situations and individuals with which he is concerned
2. preserve the good, conserve those things of lasting value, and demonstrate an acceptance of planned change
3. demonstrate innovative approaches to tasks, alertness to needs, awareness of possibilities and alternatives, and creative solutions of problems
4. show himself to be receptive to new ideas
5. initiate proposals for improved procedures both within his sphere of major responsibilities as well as in a district-wide setting
6. demonstrate stability through consistency of action
7. reveal, in his treatment of ideas, a healthy skepticism of the self-evident, tolerance of divergent opinions, responsiveness to alternative concepts, and the ability to accept group decisions contrary to those he personally holds.

Personal Components

Professional Attitudes and Activities - It is expected that the administrator shall

1. assume accountability for clearly defined expected results that are established with a reasonable completion date
2. seek personal improvement through appropriate study, travel, seminars, and similar activities
3. project a favorable and respected image of himself and education to the public
4. demonstrate a willingness both to cooperate on requests and to volunteer his services for the good of the enterprise
5. promote unity in the pursuit of organizational goals
6. express his dissent constructively with thoughtful suggestions for change
7. observe duly constituted channels and procedures in all of his professional activities, support his colleagues publicly, and exhibit loyalty to organizational goals
8. reveal confidential information only to appropriate and authorized personnel
9. demonstrate, in all his actions, forthrightness, honesty, trustworthiness, and truthfulness.

Human Relations - In his relationships with all those with whom he comes in contact, it is expected that the administrator shall

1. hold human values paramount
2. display humane consideration, fairness, reasonableness, and gentleness
3. conduct his activities so as to enhance in others the generation of a positive self image, appropriate self esteem, and a feeling of self respect
4. communicate at all times and in all ways concern for person, understanding, love, warmth, acceptance, and respect.

Health, Habits, and Social Interaction - It is expected that the administrator shall

1. exhibit the ability to withstand the physical rigors and pressures of his assignment
2. consistently reflect a reasonable, non-impulsive approach to problems and crisis situations
3. act with constraint, poise, and self-assurance
4. exhibit a healthy optimism and a zest for life
5. dress and exhibit social behavior that is appropriate to the occasion and that will find general public acceptance
6. maintain patterns and habits of speech that by commonly accepted standards are pleasant and non-irritating
7. express himself orally and in writing with clarity, precision, the use of vocabulary appropriate to the listener, and the use of acceptable grammar.