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I. INTRODUCTION AND BACKGROUND

The 1998 North Georgia Annual Conference (NGAC) approved a recommendation from the Council on Finance and Administration (CF&A) to establish a Task Force to conduct a comprehensive and thorough review of the administrative and program functions of the Annual Conference. The Bishop's Leadership Forum and CF&A have played a large role in the evolving changes in the staffing and program functions of the Conference.

CF&A was assigned the task of reviewing the current classification system and pay plan for the Conference staff. CF&A retained the consulting firm of Condrey & Associates of Athens to provide technical assistance. Their recommendations and report were presented to CF&A in September 2000.

At its October 30, 2000 meeting, CF&A received a report and recommendations from its Personnel Committee that the Council adopt the general plan for job classification and compensation developed by Condrey and Associates. The Personnel Committee further recommended that a new Conference Personnel Practices and Policy Committee be to carry out the responsibilities of the Conference in this area as outlined in the Discipline. The membership of this committee would include representatives as determined by Annual Conference. The CF&A Personnel Committee would handle only personnel matters of the Council.

The above recommendations were approved by the Council at its October 30, 2000 meeting.

Please note that the methods of employment, supervision and evaluation of clergy employees varies from that of lay employees. These policies and procedures apply primarily to lay employees. Since the Board of Ordained Ministry is responsible for the evaluation of ordained clergy, the hiring/supervision/assessment processes are administered separate and distinct from the policies detailed in the following sections.

The Conference Personnel Practices and Policy Committee (CPP&PC) has been organized into two Subcommittees – Appraisal and Position/Scales – to handle the work assigned to it by the Council.

II. AUTHORITY

The authority for the establishment of the personnel practices and policies of the North Georgia Conference is provided by the Book of Discipline, Paragraph 611.12. . The Conference Personnel Policy and Practices (Committee) has been formed to carry out this responsibility.

III. ADMINISTRATION/OVERSIGHT

As noted in the Authority Section, the Annual Conference is ultimately responsible for the oversight of the Committee regarding the establishment and administration of the North Georgia Conference staff personnel policy and practices. The Committee will routinely report its recommendations to the Annual Conference for review and approval.

IV. ANNUAL BUDGET PROCESS

The Committee will, on an annual basis, make recommendations for Conference staff salaries/wages to the CF&A as a component of the preparation of the Annual Conference budget. Salary/wage recommendations will be predicated on the position classification and compensation plan, discussed in a subsequent section.

V. COMPENSATION/GRADE LEVELS

A. ESTABLISHING A GRADE LEVEL

The system used to classify the positions in the North Georgia Conference staff is predicated on an arrangement of job groupings based on characteristics of work. Ten (10) factors make up these characteristics: knowledge required by the position, supervisory controls, guidelines, complexity, scope and effect, personal contacts, purpose of contacts, physical demands, work environment, and supervisory responsibility (if applicable). Each of the components is assigned a specific number of points, with the higher “weighting” being assigned to those areas that are more critical to the accomplishment of the job. (For example, “knowledge required by the position” is weighted more heavily than “physical demands”).

B. MOVING TO A DIFFERENT GRADE LEVEL

The Committee recognizes that the performance of duties within job classifications is a dynamic process, so it may be necessary from time to time to recognize a change in a given employee’s grade level, based on changes in their specific responsibilities.

Directors are responsible for providing changes in employees’ responsibilities to the Committee for its review and possible recommendation for change in the employee’s specific grade level.

C. STARTING SALARIES

As noted in item (A), a private consulting firm was engaged for the purpose of developing a comprehensive compensation plan for the North Georgia Conference. The consultant, based on job interviews and a regional salary survey, developed the compensation plan based on twenty-seven (27) pay grades. Each of these pay grades has three (3) components noted in the appendix (Proposed Salary Scale). Each grade has a “minimum”, a “midpoint”, and a “maximum” salary for the given grade. A person hired within a given grade starts at the minimum salary listed for that grade, assuming that employee has limited experience for the job for which he/she is hired. Depending on qualifications and experience, a person may be hired in at a level beyond the minimum, depending on the Director’s assessment. Also, please note that the salary scales are predicated only on base salaries and do not include housing allowances and other reimbursables.

D. REVIEW OF COMPENSATION SCALES

The Committee will review, annually, pay scales, utilizing various measurement tools, including the annual Consumer Price Index, as published by the Federal Bureau of Labor Statistics, and other tools, such as the compensation survey prepared by the General Council on Finance and Administration. Also, the Committee may, at its discretion, conduct its own salary survey for the positions noted, using clergy compensation and other information as it deems appropriate.

VI. EMPLOYMENT PROCESS

A. APPLICATION FOR EMPLOYMENT

Applicants for a position opening in the North Georgia Conference must submit an application for employment. The application for employment will be considered current for a maximum of thirty (30) days. The application is located in the Appendix.

B. INTERVIEWING JOB APPLICANTS

Interviewing an applicant is critical to determining whether the applicant is appropriate for a specific position. In order to help insure that the interviewing process of the North Georgia Conference does not conflict with Federal or State guidelines, listed below are some suggested “do’s and don’t’s”. Since in most employment discrimination actions, questions that have been asked to an applicant that do not relate to job are viewed as a basis for potential discrimination, questions to avoid would include: age/date of birth; citizenship questions; marital status; height and weight; whether the applicant has

reliable transportation, and whether the applicant is pregnant or trying to have children. Other questions to avoid would include issues related to spouses of applicants, etc.

Job-related interview questions, which are appropriate, would include the following: reason for leaving current position; what does the applicant most enjoy and least enjoy in his/her current work; specific strengths that the applicant can bring to the job; areas of weakness in the applicant’s current performance; how the applicant deals with a difficult person; description of current job responsibility; description of management style; most significant contributions that the applicant is making to their current employer; most important factor the applicant utilized in choosing to apply to the North Georgia Conference.

The list of “do’s and don’t’s”, is not meant to be all-inclusive, but rather is an attempt to encourage the interview to adhere to equal opportunity guidelines as well as the Book of Discipline, Paragraph 162. A, E, F, and G.

C. REFERENCE CHECKS

The North Georgia Conference will, utilizing information provided on the application form, check references listed by the applicant. In order to perform the reference check, the applicant must sign the “Release of Liability” form. This form is also located in the appendix.

D. OTHER REQUIRED DOCUMENTATION

After the employment offer has been made and accepted by the applicant, the applicant must provide documentation, in accordance with the Immigration Reform and Control Act of 1986. The following documents satisfy both identity and employment eligibility:

- 1. U.S. Passport
- 2. Certificate of U.S. citizenship
- 3. Certificate of Naturalization
- 4. Un-expired foreign passport with attached employment authorization
- 5. Alien registration card with photograph

The following documents satisfy identity only:

- 1. State issued driver’s license or identification card with photograph or identification information
- 2. U.S. military card
- 3. Other appropriate identifying information, if it proves identity

The following documents satisfy employment eligibility only:

- 1. Original Social Security number card, unless coded as “not valid for employment”
- 2. Birth Certificate issued by state, county, parish, or municipality bearing a seal or other certification.
- 3. Un-expired Immigration/Naturalization Service employment authorization

If the applicant for employment cannot produce a document that certifies both identity and employment eligibility, then two (2) documents are required identifying each.

Required paperwork includes form I-9 of the U.S. Department of Justice and the Immigration/Naturalization Service. The above noted documentation, including form I-9 must be completed within three (3) days of the start date of employment.

VII. APPRAISAL PROCESS

Due to differences in lay and clergy responsibilities, Directors should recognize these differences and use their discretion in evaluating performance criteria.

The North Georgia Conference utilizes a performance appraisal system in order to provide appropriate feedback to its employees regarding their performance. The actual job appraisal forms are located in the Appendix section.

A. ESTABLISHING A POSITION DESCRIPTION

Position descriptions can be constructed utilizing the “Job Classification and Compensation Survey Identifying Information” forms located in the Appendix. The establishment of a position description is the basis from which job appraisals can be conducted.

B. USING THE APPRAISAL FORM/INSTRUCTIONS FOR APPRAISAL PROCESS

The effective appraisal of employee performance is an essential element in the management and operation of organizations. However, effective performance appraisal is more often the exception than the rule. This manual outlines specific steps for building a performance appraisal system that can be used as an effective managerial tool.

Purpose of Performance Appraisal

Both supervisors and employees have an important stake in performance appraisal activities. Performance appraisal provides information to an organization so better informed decisions can be made in regard to promotions, merit increases, reductions-in-force, assessment of training needs, and goal setting. Performance appraisal also provides the groundwork for employee counseling and development. When performance appraisal is based on specific job-related behaviors, it enables an employee to more accurately gauge and improve his or her performance. Performance appraisal is not a once yearly activity. To be effective, supervisors should provide feedback on a daily basis, emphasizing areas of performance that need improvement and recognizing examples of good and exceptional performance. Table I lists some important purposes of performance appraisal.

Table I

Purposes of Performance Appraisal

- Improve employee performance
- Define employee responsibilities
- Eliminate misunderstandings about job duties
- Clarify expected results
- Provide an avenue for employee development
- Provide a written record to support personnel decisions such as salary increases, promotions, layoffs and job-related training
- Provide a record of recognized employee performance strengths and weaknesses
- Improve communication with employees by involving them in the appraisal process

Legal Issues

Not only are there organizational reasons for managers to seek valid and reliable measures to assess employee performance, there are legal considerations as well. The courts have interpreted performance appraisal to be a type of selection device or test. Therefore, it is important that performance appraisal be based on a thorough analysis of the job in question. An improperly constructed or administered performance appraisal device can

result in employers being charged with discrimination under Title VII of the *Civil Rights Act of 1964* if the appraisal instrument has adverse impact on protected groups.

Table II lists characteristics of a legally-acceptable performance appraisal system.

Table II

Characteristics of a Legally-Acceptable Performance Appraisal System

- The performance appraisal instrument is developed from a systematic analysis of individual jobs
- Job descriptions used in the appraisal process are kept up-to-date
- Performance appraisal focuses on specific job-related behaviors – not traits, abilities or personal characteristics
- Performance standards or goals are communicated to employees
- Supervisors are properly trained to evaluate employees
- Written documentation concerning the appraisal process is maintained

Appraisal Pitfalls

No matter how rigorous the strategy used to develop a performance appraisal device, it is of little value if it is not utilized effectively. Following is a brief discussion of some common appraisal pitfalls.

1. The Central Tendency Effect happens when the supervisor rates everyone at the midpoint of the scale, regardless of performance.
2. The Recency Factor occurs when the supervisor rates an employee based on a recent occurrence (either positive or negative) and disregards the remainder of the appraisal period.
3. The Halo Effect occurs when the supervisor lets performance in one area influence the ratings for other areas.
4. Personal Bias concerns letting factors not related to job duties influence employee performance ratings.
5. Leniency or Strictness concerns the tendency of some supervisors to rate employee performance either too leniently or too harshly.

Proper training, supervisory review, documentation of job performance, and the effective use of objective rating criteria should help eliminate these common appraisal errors.

CONDUCTING THE PERFORMANCE APPRAISAL INTERVIEW

The purpose of the performance appraisal interview is to provide the supervisor with the opportunity to give the employee feedback that will benefit the employee's growth and development. The interview is an important aspect of the performance appraisal process; therefore it is necessary that the supervisor follow the guidelines outlined below.

Guidelines for Conducting the Appraisal Interview

1. Schedule the interview at least one week in advance, at a time when both you and the employee can devote sufficient time and attention to the interview.
2. Arrange for a "neutral" meeting place such as a conference room or empty office and eliminate physical barriers such as tables or desks so the employee will feel at ease. The meeting should be held in a private, quiet place where no one will overhear or interrupt the interview.
3. Suggest to the employee that he or she prepare for the interview by reviewing his or her duty list, performance standards or goals, and job performance during the past performance appraisal period.

4. Prepare for the interview by reviewing the employee's duty list, performance standards or goals, and completed "Employee Performance Appraisal Report." Be sure these materials are available at the beginning of the meeting.
5. At the beginning of the meeting, state the purpose of the interview and the specific goals of the meeting.
6. Review the appraisal report point-by-point with the employee. Have a copy of the completed report available for the employee.
7. To support ratings, make comments about performance specific. Discuss specific work and achievement, not personal traits.
8. Note good or outstanding performance by citing examples of such performance.
9. Be constructive in providing negative feedback. Discuss how performance failed to meet the expected standards or goals and what should be done to improve performance.
10. During the interview, first discuss the performance ratings then discuss developmental goals. Try to enhance future work by focusing on what was learned about performance during the past performance appraisal period.
11. Encourage the employee to communicate during the interview. Listen to the employee's comments and respond appropriately.
12. Conclude the interview with a summary of the major points that were discussed.

PART I

Employee Performance Appraisal System

Writing Performance Standards

The Employee Performance Appraisal System will not be objective unless the employee's performance is measured against a set of job-related standards or performance criteria. These criteria should be developed and communicated to employees in the same manner as performance standards.

What are Performance Standards?

Performance standards are simply a written description of the acceptable level of job performance that an employee is expected to meet. Performance standards do not describe the ideal or the highest level of accomplishment for a given duty, but reflect the acceptable level of performance. Performance standards are the criteria on which the employee will be rated during the performance appraisal period; therefore, performance standards should be realistic and attainable by the employee. Performance standards answer the question, "What constitutes a good job?" When writing performance standards, the supervisor should focus on what the employee is expected to do and how well he or she is expected to do it. In writing performance standards for each duty, it may be helpful to refer to organizational policy statements, accepted professional standards, written rules and regulations, and standard unwritten policies.

Guidelines for Writing Performance Standards

1. Performance standards should be concrete and specific. Specificity increases understanding and permits better measurement of employee performance. To the extent possible, performance standards should indicate what, when, where, how and by whom a duty should be performed.
 POOR EXAMPLE: Employee will provide training.
 GOOD EXAMPLE: Employee will provide training and instructional workshops according to the departmental personnel handbook.
2. Performance standards should include criteria that are practical to measure. Practical measurement criteria might include degree of accuracy and cost of time, money and human resources.
 POOR EXAMPLE: Activity reports are typed at 40 words per minute
 GOOD EXAMPLE: Activity reports contain no errors by the second supervisory review.
 Note that in the above example the number of words typed per minute is not directly observable, but the number of errors is. Performance criteria should be observable.

3. Performance Standards should be realistic and based on solid reasoning.

POOR EXAMPLE: Employee will type letters within three minutes of dictation.

GOOD EXAMPLE: Employee will complete letters within the time specified by the immediate supervisor.

Performance Appraisal Preparation

Before an employee's performance can be appraised, the rating criteria (job duties, performance standards or policy and procedure manuals) must be established. The following are preliminary steps that need to be completed before the appraisal period begins.

STEP - 1 Beginning the Performance Appraisal Process

Once the employee and supervisor have had the opportunity to review the employee's current job description, the supervisor should schedule a meeting with the employee. If the supervisor has several employees with the same job title, the supervisor may arrange a group meeting (if acceptable to all involved). During this meeting the supervisor should review the performance appraisal system with the employee(s).

Preliminary steps 2-4 should also be completed during this meeting. Both the supervisor and the employee should have their copies of the major duties section of the position description during this meeting. The supervisor should remember that employee involvement in the preliminary steps of the performance appraisal process is essential.

STEP 2 – Revising the Duty List

The supervisor and employee should discuss the employee's job duties. Duties that are no longer part of the employee's job should be pointed out, as should new duties and duties that have changed since the last performance appraisal period.

STEP 3 – Developing Performance Standards

Once each duty has been determined, the supervisor and employee should write the performance standard for each duty as applicable on the Employee Performance Appraisal Report in the performance standard spaces. For specific guidelines on writing performance standards, see the Writing Performance Standards section of the manual.

STEP 4 – Finalizing the Rating Criteria

Once the duty list has been revised, and the performance standard agreed to, the supervisor and the employee should review the rating criteria together. It is important that the employee understand the rating criteria, since these are the criteria against which the employee will be evaluated during the performance appraisal period. If the employee has reviewed and understands the rating criteria, he or she should sign and date the front of the Employee Performance Appraisal Report. The supervisor should also sign and date the front of the Employee Performance Appraisal Report.

The Performance Appraisal Period

STEP 5 – Observing Job Performance

Because it is often difficult to specifically recall how an employee performed over a given appraisal period, the supervisor should not, in writing, specify examples of job performance as they are observed. The supervisor should be especially careful to note performance below and above expectations.

Performance Appraisal Completion

At the end of the performance appraisal period, the supervisor should complete an Employee Performance Appraisal Report for each employee.

STEP 6 – Rating Performance for Each Duty

Using the performance definitions below, the supervisor should compare the performance of the employee being rated against the performance criteria for each of his or her job duties.

UNACCEPTABLE	Performance is always below accepted standards. Unacceptable performance is assigned a rating of “0”.
BELOW EXPECTATION	Performance is frequently below expected standards and needs Improvement. Characteristic performance clearly fails to meet expected standards. Below expectation performance is assigned a rating of “1”.
MEETS EXPECTATION	Performance meets expected standards. Overall, work is acceptable and rarely needs improvement. Meets expectation performance is assigned a rating of “2”.
ABOVE EXPECTATION	Performance is of an exceptional nature. Performance consistently meets expected standards. Work frequently exceeds standards. Above expectation performance is assigned a rating of “3”.
SUPERIOR	Performance consistently exceeds standards. Superior performance is assigned a rating of “4”.

The supervisor should indicate the employee’s level of performance by writing “0”, “1”, “2”, “3”, or “4” in the performance rating column on the Employee Performance Appraisal Report. If the supervisor has not observed the employee perform a duty, then the supervisor should write “NOT OBSERVED” in the comment space for that duty. (In such instances, the weights should be adjusted accordingly.)

After the supervisor has assigned a performance rating to a duty, he or she should make comments in the appropriate space under each duty listed on the Employee Performance Appraisal Report. The supervisor should refer to any pertinent records or notes made during the performance appraisal period. The supervisor should use specific examples of the employee’s work performance (not personal characteristics or traits) to support the rating. Comments should be made for each duty.

STEP 7– Rating Uniform Job Factors

“Uniform Job Factors” are going to be used to assess all employees. Uniform job factors are presented in the “Employee Performance Appraisal Report” contained in the manual. Employees should be made aware of any uniform job factors prior to the beginning of the appraisal period. At the end of the appraisal period, the supervisor should assign a rating of “0”, “1”, “2”, “3”, or “4” for each uniform factor as described in Step 6 above.

STEP 8 – Rating Overall Job Performance

After ratings and comments have been made for each job duty, the supervisor should assign the employee an overall performance rating. The overall performance rating is obtained by dividing the total points by the number of job factors.

STEP 9 – Making Developmental Plans

The supervisor should list specific performance strengths and needs under the performance strengths and performance needs sections on the Summary Performance Report portion of the Employee Performance Appraisal Report. The supervisor should also establish specific developmental plans and goals designed to result in improved performance over the next performance appraisal period.

STEP 10 – Reviewing the Performance Appraisal Report

Once the Employee Performance Appraisal Report has been completed by the supervisor, it should be sent to the reviewing supervisor. The reviewing supervisor should sign and date the front of the Employee Performance Appraisal Report if the ratings are approved for discussion with the employee.

STEP 11 – Conducting the Performance Appraisal Interview

The supervisor should schedule a meeting with the employee so that the Employee Performance Appraisal Report can be discussed. Prior to the meeting the supervisor should review the Conducting the Performance Appraisal Interview section of this manual

STEP 12 – Completing the Performance Appraisal Process

The supervisor should send the completed Employee Performance Appraisal Report to the reviewing supervisor for final review. The reviewing supervisor should sign and date the front of the Employee Performance Appraisal Report where indicated and send it to the Administrative Services department.

C. TIME TABLE FOR APPRAISAL PROCESS

While feedback for the employees should be on an ongoing basis, the formal appraisal of the employee's performance should be completed by December 31. Any merit increases can then be computed and recommended to the Conference Personnel, Policy and Practices Committee (CPPPC).

D. REVIEW/APPROVAL OF APPRAISALS

As indicated in the instructions, the appraisals should be reviewed with the employee, and in fact the employee should be an integral part of the completion of the appraisal itself. After the appraisal has been discussed with the employee and his/her supervisor, the appraisal should be forwarded to the CPPPC for its review.

VIII. PROBLEM RESOLUTION PROCESS

In the course of normal business operations, interpersonal issues and differences of opinion may arise between staff members and between management and staff. When these issues arise, the staff member is expected to discuss issues causing conflict with the other staff member, if appropriate, for resolution, and also with his/her direct supervisor if the issue is one of conflict between staff and management.

If the issue cannot be resolved between the parties, then the staff member should request a review of the issue by the CPPPC.

IX. TERMINATION OF EMPLOYMENT

As stated in the North Georgia Employee Manual, the Conference operates under the principal of at-will employment. This means that neither the Conference nor the employee will enter into a contract for employment. The employee is free to terminate his/her employment with the Conference at any time, with or without reason, and likewise the Conference has the right to terminate an individual's employment or otherwise discipline, transfer, or demote an employee at any time, with or without reason at the discretion the Conference.

Because the appraisal process is a dynamic one, an employee should not be surprised by termination, if termination is due to performance. Rather, the supervisor/director should be providing feedback to an employee

on his/her performance on a routine basis, with the summary performance being indicated in the annual appraisal process.

Termination due to performance or other issues, should also be discussed with the Conference Chancellor.

- X. APPENDIX/FORMS
 - 1. Appraisal Factors
 - 2. Summary Performance Report
 - 3. Job Classification and Compensation Survey
 - 4. Salary Scale

EMPLOYMENT HISTORY

Please list the names of your present or previous employers in chronological order with present or last employer listed first. Include part-time and seasonal employment. If self-employed, give firm name and supply business references. DO NOT ANSWER "SEE RESUME." Fill out this form completely.

Employer 1		Dates Employed		Work Performed
Telephone Number(s)				
Address		Hourly Rate/Salary		
Job Title	Supervisor Name & Title			
Reason for Leaving				
Employer 2		Dates Employed		Work Performed
Telephone Number(s)				
Address		Hourly Rate/Salary		
Job Title	Supervisor Name & Title			
Reason for Leaving				
Employer 3		Dates Employed		Work Performed
Telephone Number(s)				
Address		Hourly Rate/Salary		
Job Title	Supervisor Name & Title			
Reason for Leaving				
Employer 4		Dates Employed		Work Performed
Telephone Number(s)				
Address		Hourly Rate/Salary		
Job Title	Supervisor Name & Title			
Reason for Leaving				

BACKGROUND INFORMATION

Please explain fully any gaps in your employment history. Be sure to account for all periods of time including military service and any period of unemployment.

List any other names which you may have used and which will be necessary to verify your prior employment: _____

If hired, can you provide proof that you are legally entitled to work in the U.S.? Yes No

If not, what steps must be taken for you to begin employment lawfully? _____

Have you ever been terminated or asked to resign from any job? Yes No

If yes, please explain circumstances _____

May we contact your current employer? Yes No

If no, please explain: _____

Have you ever worked for the Conference before? Yes No

If yes, please give dates and position: _____

Do you have any friends or relatives working here? Yes No

If yes, Name(s) and Relationship: _____

How were you referred to us? _____

Have you ever plead "no contest," nolo, or guilty to a crime, or been convicted of a crime? Yes No

Are any charges currently pending against you? Yes No

Has any adjudication ever been withheld? Yes No

(NOTE: Answering "yes" to these questions does not constitute an automatic bar to employment.) If you answered yes to any of the preceding questions, please give dates and details:

Do you have any commitments to any other employer which may affect your employment? Yes No

If yes, explain:

PERSONAL REFERENCES [not necessary, but if you want to use it, you can]

List at least one personal reference that is neither a former employer nor a family member.

Name: _____ Address: _____

City: _____ State: _____ Zip Code : _____ Telephone : _____

Occupation: _____

How long have you known them and in what capacity (i.e. friend, neighbor, etc.): _____

EDUCATION

School Name	Years Completed (Circle)	Diploma/Degree	Describe Course of Study or Major	Describe Specialized Experience, Training, Skills, and Extra-Curricular Activities
Elementary	4 5 6 7 8			
High School	9 10 11 12			
College/University	1 2 3 4			
Graduate/Professional	1 2 3 4			
Trade or Correspondence				

RELEVANT EXPERIENCE

List any professional designations, certifications, licenses, or courses that may be applicable to the position for which you are applying:

List office machines, software or equipment with which you are experienced:

OTHER INFORMATION

Please describe any other experience that you have which would be relevant to the job for which you are applying:
