**SALUTATION IN LETTER**

APC Incorporated

1429 N. Charles St

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Teachers Association of Baltimore County

305 E. Joppa Rd.

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To Whom It May Concern:

As you may already know, the Faultimore County Public School System **(FCPS)** has received a large infusion of funds from the State of Maryland. Superintendent Fiedler wishes to use this surplus of funds to help support the projected increase in student enrollment over the next year. To accommodate this increase in enrollment the FCPS will need to hire an additional 200 teachers at the elementary school level. To do this the FCPS has signed a contract with APC Inc. to help with the development and implementation of a new performance appraisal system.

**(Explain why the PA is needed… What’s wrong with the current one? Be clear that it may be used for paying for perf (mandated by the STATE to do this.)**

The first step in the development of a performance appraisal system will be to conduct a job analysis to identify the important job duties, knowledge, skills, abilities, and other characteristics **(KSAO’s)** that are essential in reaching the level of excellence that is expected from our teachers. The job analysis is a critical component in the overall process and is necessary to establish the job criteria **((explain what this is to the union…in plain language))** that will be used to update the current job description, develop selection procedures, **((again “best hiring practices” …this could be a touchy issue when it comes to certification))** and establish a performance appraisal system**.((to …insure that teachers’ performance is evaluated fairly, (valid) without bias and that they have the opportunity for input, and to respond to the supervisor’s rating/comments…could do a lot more here. .this is a sell job, but must be honest))**

My team and I have already begun the process of collecting data, which will help to establish the major tasks and the required **((skills, knowledges, abilities, and other factors (KSAO’s)))** necessary to achieve them. To begin the data collection, we reviewed the current job description **(via O\*Net),** and other teacher manuals and FCPS documents provided by the school system. Using this THESE data we were able to develop a rough list of tasks and KSAO’s that were used to develop interview questions and broad areas of interest. We then did CONDUCTED a series of interviews, which include a wide range of teachers from around the county and from each grade level. To complete our data collection the team spent a week observing and shadowing teachers EMPLOYED IN THE FCPS System from within the county.

From the data collected we were able to create an in-depth list of tasks and KSAO’s that we feel greatly ACCURATELY reflects the characteristics and requirements that are necessary for successful performance as a teacher. However, we do realize that the teachers **((“))** union plays a very important role in the lives and wellbeing of its teachers and for this reason we would like to request your help in the final stages of the job analysis. **((VERY GOOD))**

In the final stages of the analysis we **((WOULD LIKE TO DRAW UPON THE EXPERTISE…)) ((TO BLOW SMOKE)) ((OF EXPERIENCED TEACHERS))** will need to rate each task and KSAO on its level of importance, frequency, and requirement upon entry. As members of the union, we feel that you possess a level of expertise and passion that goes beyond our level of experience within the subject matter. This said, we would like to invite a few ((SPECIFY n)) of your members to examine the job analysis, PROVIDE COMMENTS)) make correction **((THIS GIVES THEM THE PREROGATIVE TO RULE ON THEM))** you THAT THEY feel are necessary, or omit anything your feel **((YOUR FEEL?)) THIS BORDERS ON SEXUAL HARRASSMENT! NEW WORKING NEEDED))** violates the rights of the teachers and participate in the rating of the FINAL LIST OF TASKS THAT ARE IDENTIFIED final job analysis.

Although, **((OMIT COMMA))** this is only the first step in the developing of the performance appraisal system, we feel it is important to have the involvement of the union in the ground- breaking stages of the process. With your help we will be able to assure that the system is accurate, fair and meets the standards that have been set by the FCPS and the union. If you would be so obliged to participate, please contact our office so that we may set-up a date that is convenient for both parties.

**((VERY GOOD!!...WITH A FEW CHANGES, THEY’LL ACCEPT THIS…RUN IT BY ONE MORE TIME. In the meantime, press on good consultants!))**

Sincerely,

Jennifer Garger

APC Inc. Sr. Project Analyst

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