brainstorming, consensus building, and skill prioritizing. Our vision statement, developed during a one-day retreat held in March 1988 reads:

During the next five years, the employees of the Kenmore-Town of Tonawanda School District will continue to develop a positive work climate which values communication skills, trust, self-esteem, self-improvement, individual expertise, and productivity. A shared decision-making model will evolve in the work place. A feeling of cooperation and respect among the district employees, the students, and the community will be based on the understanding and appreciation of our common values and goals. We will be recognized as a school district with a well-deserved national reputation—a great place to learn.

Three design teams or task forces are working on goals to help us "become the best we can imagine." These design teams have enabled us to further expand and involve representatives from the 13 schools and central office.

School improvement, by its nature, involves long-range, visionary planning. Results are often not visible or tangible for a relatively long period of time. However, we have recently succeeded in achieving some tangible results, including:

- An employee information handbook for the entire staff;
- "You Make the Difference" workshops for improving the communication skills and self-esteem of all district support staff;
- A social/effective behavior styles workshop;
- An information handbook for substitute employees;
- An orientation and recruitment video;
- Inservice meetings and a timeline for implementing shared decision-making;
- A learning styles workshop.

These design team goals and results are reflections of planning team input and our "climate inventory" needs assessment. The planning teams are not for problem solving; rather, they are visionary teams working together to be the "very best we can be." We are currently assessing where we are in relation to our goals and what adjustments we may need to make for our future plans.

We feel that all employees of the Kenmore-Town School District should be involved in our "Building on Excellence" school improvement process. Only by working together as a team can we benefit and promote our final product—successful students.

Sally Henry is Secretary to the Superintendent and Jeanne Vllz is Principal Transportation Clerk, Kenmore-Town of Tonawanda Union Free School District, 1500 Colvin Blvd., Buffalo, NY 14223. They serve as facilitators for their district's support staff planning team.

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The Job-Alike Workshop: Staff Development for Classified Personnel

When support personnel learn student management strategies, their daily tasks are easier, and the positive effects are noticeable throughout the entire school.

Mr. Bitz: Would you pick up that paper?
Jimmy: I didn't throw it on the floor.
Mr. Bitz: I know you didn't, but would you please pick it up.
Jimmy: But Michael threw it.
Mr. Bitz: Would you pick it up so our washroom stays clean?
Jimmy: Okay!

If this dialogue sounds a lot like the "broken record" technique used in assertive discipline, well, it is. What makes it special is that Mr. Bitz is a custodian using effective student management skills identified in a Job-Alike Workshop designed for custodians, secretaries, bus drivers, nurses, aides, lunchroom attendants, hall monitors, and recess supervisors.

As an elementary principal working with 50 staff members, I conducted a half-day Job-Alike Workshop for the one-third of my staff who were classified rather than certified. To make it easy for them to attend, I notified their immediate supervisors and, in cases where the meeting was scheduled out-
As an elementary principal working with 50 staff members, I conducted a half-day Job-Alike Workshop for the one-third of my staff who were classified rather than certified.