

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA



JOB DESCRIPTION

POSITION TITLE:	Director, Non-Instructional Staffing
CONTRACT YEAR:	Twelve Months
PAY GRADE:	30

QUALIFICATIONS:

EDUCATION: An earned bachelor's degree from an accredited institution.

EXPERIENCE: Minimum of eight (8) years of experience and/or training in the field related to the title of the position.

ADDITIONAL REQUIREMENTS: Preferred degree majors include Public Administration, Personnel, Education or related field. Experience in personnel or School Administration required. Bilingual skills preferred. Computer skills as required for the position.

OR

EDUCATION: An earned master's degree from an accredited institution.

EXPERIENCE: Minimum of ~~five (5)~~ six(6) years of experience and/or training in the field related to the title of the position.

ADDITIONAL REQUIREMENTS: Preferred degree majors include Public Administration, Personnel, Education or related field. Experience in personnel or School Administration required. Bilingual skills preferred. Computer skills as required for the position.

REPORTS TO: Associate Superintendent, Human Resources

SUPERVISES: Administrative Procedures, Personnel Records, and Word Processing staffs and other departments as assigned. All employees in Non-Instructional Staffing and Compensation Departments

POSITION GOAL:

~~To assist the Associate Superintendent, Human Resources in the administration of Division procedures and applicable district procedures. The Director, Non-Instructional Staffing will also provide assistance in the following areas: interpretation of policies, directories, calendars and reports, and assisting with preparation of federal and state reports. To coordinate the programs of recruitment and staffing for district and school based administrative personnel and recommend for employment only the best qualified applicants available. Attract and retain non-instructional personnel that fully meet the needs of Broward County School District by planning, coordinating and implementing effective programs of recruitment, staffing, and compensation and an efficient hiring process.~~

ESSENTIAL PERFORMANCE RESPONSIBILITIES:

The Director, Non-Instructional Staffing shall:

- ~~1. assist in the administration of sick leave banks and the good attendance award program~~ ensure Broward County School District staffs non-instructional positions with the best qualified candidates by working with hiring supervisors and staffing personnel to coordinate the advertising, recruitment, screening and selection of personnel for all non-instructional positions in compliance with related School Board policies.
- ensure Broward County Schools consistently and fairly applies the performance evaluation program by assisting the Associate Superintendent, Human Resources, in the coordination and interpretation of the evaluation program and policies for certified and non-certified all non-instructional personnel.
- ensure a fair and systematic review and documentation of job duties is in place by coordinating the preparation and maintenance of the District's organizational charts, job descriptions and job evaluations maintain an up-to-date job description for each job category in the school system.
- assist the Associate Superintendent, Human Resources and the Office of Comprehensive Planning for Equal Opportunities in the formulation of review procedures ~~that will assure~~ to ensure equal access in employment of personnel.
- ~~assist school based and county based administrators with personnel concerns such as the nonpayment of personnel~~ ensure required processes are followed by recommending to the Board the appointment, reappointments, termination, promotion, reassignments, suspensions, retirements of all non-instructional employees.
- supervise the Teacher Directed Improvement Fund (TDIF)/Sabbatical Leave program.
- ~~assist in the interpretation of Board policy~~ ensure effective deployment of human resources by coordinating and implementing guidelines for transfers and reassignment of surplus non-instructional employees.

8. ~~act as liaison between the coordinators of summer school programs and the division~~
coordinate incentive programs for administrators.
9. perform and promote all activities in compliance with equal employment and non-discrimination policies of the School Board of Broward County.
10. participate successfully in the training programs offered to increase the individual's skill and proficiency related to the assignments.
11. review current developments, literature and technical sources of information related to job responsibility.
12. ensure adherence to good safety procedures.
13. ~~14.~~ follow Federal and State laws, as well as School Board policies.
14. ~~13.~~ perform other duties as assigned by the Associate Superintendent, Human Resources or designee.

SIGNIFICANT CONTACTS –frequency, contact, purpose, and desired end result:

Frequently works with Area Superintendents, Principals, and all levels of management across the District to ensure recommended non-instructional job candidates most closely meet job requirements.

PHYSICAL REQUIREMENTS:

Light work: Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force as frequently as needed to move objects.

TERMS OF EMPLOYMENT:

Salary and benefits shall be paid consistent with the District's approved compensation plan. Length of the work year and hours of employment shall be those established by the School Board.

FLSA OVERTIME CATEGORY:

Job is exempt from the overtime provisions of the Fair Labor Standards Act.

EVALUATION:

Performance will be evaluated in accordance with Board Policy.

Board Approved: 10/7/76

Revised: 9/12/78 ER80-12 Approved: 10/2/80

Revised: 3/21/85 & Adopted: 4/15/85

Item G-7: 11/6/86

Board Approved: 3/21/89 &

Adopted: 4/13/89

Retitled and reclassified: 4/12/94

Realignment Title Change:

4/11/95 & 3/19/96; 5/9/00

Board Adopted: 12/16/03*

Title Changed: 7/1/04

Director, Non-Instructional Staffing
Point Range:1095 -1154

Position Factors

1. Education Required: Level of education which is required for the position:

- A. High School or G.E.D.
- B. A.A. in related field or specialized (advanced) vocational training.
- C. B.S. or B.A. in related field.
- D. M.S. or M.A. in related field.
- E. Doctorate in related field and/or required specialized training.

2. Experience Required: Related work experience needed by a person with the specified education background necessary to competently fulfill the requirements of the position.

(Not the experience of the incumbent.)

- A. 0 – 2 years of related Experience
- B. 3 – 4 years of related Experience
- C. 5 – 6 years of related Experience
- D. 7 – 9 years of related Experience
- E. 10 + years of related Experience

3. Supervisory Responsibility: Supervision in this context means number of people whom the person formally evaluates.

**Evaluation points x complexity factor = Total Points.*

- A. 1 – 10 number supervised.
- B. 11 –25 number supervised.
- C. 26 – 50 number supervised.
- D. 51 – 80 number supervised.
- E. 80 + number supervised.

4. Complexity of Essential Job Functions: Overall analysis and complexity of essential job functions of the position.

- A. Position requires minimal analysis; tasks are simple and repetitive.
- B. Position requires some analysis, accountability, gathering of facts, and study of data.
- C. Position requires a good deal of analysis, accountability, coordination and integration of data concerning specific assigned function area.
- D. Position requires continuous in-depth analysis, primary accountability, coordination and integration of data into practical action plans and systems design.

Director , Non-Instructional Staffing (Cont.)

Point Range: 1095 - 1154

Position Factors

5. Inside/Outside Contacts: The frequency and level of contact, both inside and outside of the district.

- A. Contacts limited to immediate co-workers and supervisors with local office.
- B. Requires frequent contact with participating district employees, school-based and district-level administrators outside agencies and community.
- C. Requires frequent contact with Associate, Assistant and Deputy Superintendents, State Department of Education, Department heads, professional support groups and community.
Requires frequent communication with Superintendent, School Board, union representatives, media, legislative leaders, and community.

6. Impact of Decision Making Responsibility: The specific management, administrative, and professional responsibilities of the position.

- A. Most decisions referred to higher authority for approval. Perform only assigned duties and services.
- B. Exercises occasional independent action involving the interpretation of established practices and procedures. Decisions typically apply to a work group within a single department or function.
- C. Exercises independent action in area of specialty. Decisions typically apply to an entire department or function.
- D. Frequently exercises independent action in the implementation of major programs and objectives. Decisions may have an effect on other departments or functional areas requiring integration of efforts.
Regularly exercises independent action. Makes decisions about major problems and policies which affect the entire district.

7. District-wide Impact: Service function of this position, i.e. the district-wide impact of this position on students, employees and the public. Stated differently, what is the consequence of a typical error when made by an incumbent?

- A. Limited impact even within work unit.
- B. Extensive impact within work unit and limited impact on other departments/schools.
- C. Extensive impact on individual work unit and/or schools.
- D. Extensive impact on multiple work units/schools with limited impact crossing divisional lines.
- E. Extensive impact on most all work units/schools, the public and legislative bodies.

Position Analysis Criteria

1. Education Required	2. Experience Required	3. Supervisory Responsibility	4. Complexity of Essential Job Functions	5. Inside/Outside Contacts	6. Impact of Decision Making Responsibility	7. District-Wide Impact
C	D	B	D	C	D	E

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA



JOB DESCRIPTION

POSITION TITLE:	Director, Instructional Staffing
CONTRACT YEAR:	Twelve Months
PAY GRADE:	30

QUALIFICATIONS:

EDUCATION: An earned bachelor's degree from an accredited institution.

EXPERIENCE: Minimum of ~~ten (10)~~ eight (8) years of experience and/or training in the field related to the title of the position.

ADDITIONAL REQUIREMENTS: Preferred degree majors in Human Resource Management, Personnel Management, Administration or related field. Experience must include five (5) years of experience in teacher recruitment and/or administration or supervision of teachers. ~~Valid Florida teacher certificate.~~ Bilingual skills preferred. Computer skills as required for the position.

OR

EDUCATION: An earned master's degree from an accredited institution.

EXPERIENCE: Minimum of ~~seven (7)~~ six (6) years of experience and/or training in the field related to the title of the position.

ADDITIONAL REQUIREMENTS: Preferred degree majors in Human Resource Management, Personnel Management, Administration or related field. Experience must include five (5) years of experience in teacher recruitment and/or administration or supervision of teachers. ~~Valid Florida teacher certificate.~~ Bilingual skills preferred. Computer skills as required for the position.

REPORTS TO: Associate Superintendent, Human Resources

SUPERVISES: All employees in Instructional Staffing, Certification and Incentives and Sub Central

POSITION GOAL: Attract and retain instructional personnel that meet the needs of Broward County Schools by planning, ~~To~~

~~coordinate~~, and ~~implementing an effective the programs~~
~~or recruitment program and efficient hiring process staffing~~
~~for instructional personnel and recommend for employment~~
~~only the best qualified applicants available.~~

ESSENTIAL PERFORMANCE RESPONSIBILITIES:

The Director, Instructional Staffing shall:

1. ~~research national surveys and data studies for best practices in order to benchmark~~
~~coordinate the recruitment, marketing and screening of all applicants instructional~~
~~candidates nationwide and recommend for employment only the best qualified~~
~~applicants available.~~
2. ~~continually update~~ ~~develop and implement the district-wide and national direct the~~
~~implementation of all phases of a nation-wide recruitment program of instructional~~
~~staff applicants in the areas of critical shortage for certificated personnel using~~
~~affirmative action guidelines.~~
3. ~~supervise the processing of all applications for certificated positions, the maintenance~~
~~of up-to-date files of outstanding applicants, and the recruiting for hard-to-get majors~~
~~analyze, monitor and maintain data of workflow processes in order to clear applicants~~
~~for instructional positions and maintain current applicant files.~~
4. ~~provide a pool of eligible personnel who are deemed suitable for employments~~
~~maintain a proactive and significant role in assisting school and district administrators~~
~~in hiring quality instructional staff.~~
5. ~~visit schools in the county in order to evaluate the selection of new teachers initiate~~
~~and maintain relationships with universities/colleges, as well as coordinate visits to~~
~~teacher education programs to expand the district applicant pool.~~
6. ~~assist with orientation and evaluations of instructional personnel demonstrate~~
~~knowledge of policies and procedures and maintain an active role in advising~~
~~administrators on employment, discipline and dismissals.~~
7. ~~coordinate~~ ~~develop and oversee the implementation of~~ ~~guidelines for transfers within~~
~~the county; coordinate the assignment or and reassignment of instructional surplus~~
~~contracted personnel as expeditiously as possible to schools and departments as~~
~~appropriate or necessary for the good of the school system.~~
8. ~~coordinate the employment center and the security clearance office demonstrate~~
~~leadership by serving on district, state and national committees in order to guide and~~
~~assess their impact on district policies and issues.~~
9. ~~maintain an active role as school board representative with employment and training~~
~~programs sponsored by federal, state or local agencies.~~
10. ~~facilitate effective recruitment planning by initiating communication with senior~~
~~managers, area superintendents, district directors and university partners to ensure~~
~~future needs are met.~~
11. ~~review and analyze regulations and guidelines as they impact the certification of~~
~~candidates and serve as a liaison with the Department of Education's certification~~
~~bureau.~~
- 9.12. perform and promote all activities in compliance with equal employment and non-
discrimination policies of the School Board of Broward County.

~~10.13.~~ participate successfully in the training programs offered to increase the individual's skill and proficiency related to the assignments.

~~11.14.~~ review current developments, literature and technical sources of information related to job responsibility.

~~12.15.~~ ensure adherence to good safety procedures.

~~14.16.~~ follow Federal and State laws, as well as School Board policies.

~~13.17.~~ perform other duties as assigned by the Associate Superintendent, Human Resources or designee.

SIGNIFICANT CONTACTS –frequency, contact, purpose, and desired end result:

Communicate with senior managers, area superintendents, principals, and district directors to ensure future instructional needs are met. Maintain relationships with universities/colleges to expand the district applicant pool. Serve on district, state and national committees to be sure Broward County School interests are represented and to assess their impact on district policies and issues.

PHYSICAL REQUIREMENTS:

Light work: Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force as frequently as needed to move objects.

TERMS OF EMPLOYMENT:

Salary and benefits shall be paid consistent with the District's approved compensation plan. Length of the work year and hours of employment shall be those established by the School Board.

FLSA OVERTIME CATEGORY:

Job is exempt from the overtime provisions of the Fair Labor Standards Act.

EVALUATION:

Performance will be evaluated in accordance with Board Policy.

Board Approved: 10/7/76

Revised: 4/20/78

ER80-12 Approved: 10/2/80

Reclassified: 3/1/84, effective 7/1/84

Revised: 4/15/85 &

Adopted: 5/16/85

Item G-7: 11/6/86

Retitled: 4/12/94

Realignment Title Change:

4/11/95 & 3/19/96

Director, Instructional Staffing (Cont.)

Revised
SBBC: C-003
FL: 211

Revised: 4/21/98
Adopted: 5/19/98

Realigned: 4/13/99; 5/9/00
Board Adopted: 12/16/03*

Director, Instructional Staffing
Point Range:1095 -1154

Position Factors

1. Education Required: Level of education which is required for the position:

- A. High School or G.E.D.
- B. A.A. in related field or specialized (advanced) vocational training.
- C. B.S. or B.A. in related field.
- D. M.S. or M.A. in related field.
- E. Doctorate in related field and/or required specialized training.

2. Experience Required: Related work experience needed by a person with the specified education background necessary to competently fulfill the requirements of the position.

(Not the experience of the incumbent.)

- A. 0 – 2 years of related Experience
- B. 3 – 4 years of related Experience
- C. 5 – 6 years of related Experience
- D. 7 – 9 years of related Experience
- E. 10 + years of related Experience

3. Supervisory Responsibility: Supervision in this context means number of people whom the person formally evaluates.

**Evaluation points x complexity factor = Total Points.*

- A. 1 – 10 number supervised.
- B. 11 –25 number supervised.
- C. 26 – 50 number supervised.
- D. 51 – 80 number supervised.
- E. 80 + number supervised.

4. Complexity of Essential Job Functions: Overall analysis and complexity of essential job functions of the position.

- A. Position requires minimal analysis; tasks are simple and repetitive.
- B. Position requires some analysis, accountability, gathering of facts, and study of data.
- C. Position requires a good deal of analysis, accountability, coordination and integration of data concerning specific assigned function area.
- D. Position requires continuous in-depth analysis, primary accountability, coordination and integration of data into practical action plans and systems design.

Director , Instructional Staffing (Cont.)

Point Range: 1095 - 1154

Position Factors

5. Inside/Outside Contacts: The frequency and level of contact, both inside and outside of the district.

- A. Contacts limited to immediate co-workers and supervisors with local office.
- B. Requires frequent contact with participating district employees, school-based and district-level administrators outside agencies and community.
- C. Requires frequent contact with Associate, Assistant and Deputy Superintendents, State Department of Education, Department heads, professional support groups and community.
Requires frequent communication with Superintendent, School Board, union representatives, media, legislative leaders, and community.

6. Impact of Decision Making Responsibility: The specific management, administrative, and professional responsibilities of the position.

- A. Most decisions referred to higher authority for approval. Perform only assigned duties and services.
- B. Exercises occasional independent action involving the interpretation of established practices and procedures. Decisions typically apply to a work group within a single department or function.
- C. Exercises independent action in area of specialty. Decisions typically apply to an entire department or function.
- D. Frequently exercises independent action in the implementation of major programs and objectives. Decisions may have an effect on other departments or functional areas requiring integration of efforts.
Regularly exercises independent action. Makes decisions about major problems and policies which affect the entire district.

7. District-wide Impact: Service function of this position, i.e. the district-wide impact of this position on students, employees and the public. Stated differently, what is the consequence of a typical error when made by an incumbent?

- A. Limited impact even within work unit.
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- C. Extensive impact on individual work unit and/or schools.
- D. Extensive impact on multiple work units/schools with limited impact crossing divisional lines.
- E. Extensive impact on most all work units/schools, the public and legislative bodies.

Position Analysis Criteria

1. Education Required	2. Experience Required	3. Supervisory Responsibility	4. Complexity of Essential Job Functions	5. Inside/Outside Contacts	6. Impact of Decision Making Responsibility	7. District-Wide Impact
C	D	A	D	C	D	E

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA



JOB DESCRIPTION

POSITION TITLE:	Director, Benefits
CONTRACT YEAR:	Twelve Months
PAY GRADE:	30

QUALIFICATIONS:

EDUCATION: An earned bachelor's degree from an accredited institution.

EXPERIENCE: A minimum of ~~five (5)~~ eight (8) years of experience and/or training in the field related to the title of the position.

ADDITIONAL REQUIREMENTS: Preferred degree majors include Business, Personnel, Human Resource Management or related field. Prefer progressively more responsible experience in administering employee benefits programs, strategic planning, growth management, or related field. Demonstrated experience in job related contract development. Bilingual skills preferred. Computer skills as required for the position.

OR

EDUCATION: An earned master's degree from an accredited institution.

EXPERIENCE: A minimum of six (6) years of experience and/or training in the field related to the title of the position.

ADDITIONAL REQUIREMENTS: Preferred degree majors include Business, Personnel, Human Resource Management or related field. Prefer progressively more responsible experience in administering employee benefits programs, strategic planning, growth management, or related field. Demonstrated experience in job related contract development. Bilingual skills preferred. Computer skills as required for the position.

REPORTS TO: Associate Superintendent, Human Resources

SUPERVISES: All employees as assigned to Benefits, Personnel Records, Leaves, and Employee Assistance Program departments.

POSITION GOAL: To develop, update, and administer established fiscally sound School Board benefit programs and policies which attract and retain District employees and are in- ~~To develop and recommend new and improved policies and plans and assure compliance with applicable requirements and regulations.~~

ESSENTIAL PERFORMANCE RESPONSIBILITIES:

The Director, Benefits shall:

1. effectively manage, administer, implement and revise group life insurance, health, dental, vision, disability, and accident insurance, tax sheltered annuities, retirement programs and savings plans.
2. ~~process documents necessary for the implementation of various benefit programs and maintain such records as are necessary~~ improve benefit record processing and management efficiency by analyzing the workflow process and establishing and revising procedures as necessary.
3. ~~recommend and approve~~ implement strategies, procedures, and operating instructions for effective maintenance and efficient operations of benefit programs and issue operating instructions.
4. ~~participate in the establishment of~~ develop long-range objectives of the employee benefits programs by conducting surveys, gathering information on programs at other school districts and government agencies, and evaluating costs relative to employee needs for effective recommendation.
5. ~~conduct surveys, analyze and maintain an organized body of information on benefit programs of other school districts, companies, government agencies, etc.~~
6. 5. ensure that benefit programs are meeting organizational objectives, employee needs, and within budgetary constraints by analyzing utilization data and developing and coordinateing an effective system of monitoring and evaluating all aspects of employee health benefits, retirement and savings programs.
7. ~~6. supervise and contribute to improving employee productivity and absenteeism rates by facilitateing the development of a District-wide comprehensive wellness program which integrates the resources of all insurance vendors.~~
8. ~~7. inform management of trends and developments in the field of employee benefits; give advice and counsel regarding current developments in benefit programs contribute to improving employee retention, productivity, and absenteeism rates by coordinating a District-wide employee assistance program which provides services to employees through external insurance vendors and agencies.~~
9. ~~8. act as liaison between school district and insurance companies and other agencies; conduct special studies as requested by management~~ ensure Broward County School

- District interests are represented by establishing effective communications with all stakeholders on the local and state level which may affect District benefit programs.
- ~~10.~~ 9. serve as the primary contact person for resolving employee concerns as related to health care and insurance issues develop and implement an effective centralized employee leaves administration program by interpreting School Board policies, state and federal law and implementing leave guidelines and administrative procedures which eliminate payroll overpayments.
- ~~11.~~ insure that organizational objectives are achieved through a cost efficient environment.
- ~~12.~~ 10. implement, maintain and coordinate programs that insure that the department staff is trained and is sensitive to the benefits concerns needs of all School Board employees.
- ~~13.~~ 11. ensure continuous improvement in benefit programs by actively participating as the senior staff resource to the Superintendent's serve as staff liaison on the Superintendent's Insurance Advisory Committee.
- ~~14.~~ 12. ensure an accurate and efficient benefit selection process is in place by establishing and implementing conduct a District-wide annual employee open enrollment for all fringe benefits programs.
- ~~15.~~ 13. ensure District employees understand available benefit options by developing and implementing an employee benefits orientation program for all employees.
- ~~16.~~ 14. perform and promote all activities in compliance with equal employment and non-discrimination policies of the School Board of Broward County.
- ~~17.~~ 15. participate successfully in the training programs offered to increase the individual's skill and proficiency related to the assignments.
- ~~18.~~ 16. review current developments, literature and technical sources of information related to job responsibility.
- ~~19.~~ 17. ensure adherence to good safety procedures.
- ~~21.~~ 18. follow Federal and State laws, as well as School Board policies.
- ~~20.~~ 19. perform other duties as assigned by the Associate Superintendent, Human Resources and other appropriate personnel or designee.

SIGNIFICANT CONTACTS –frequency, contact, purpose, and desired end result:

Ensure continuous improvement in benefit programs by actively participating as the senior staff resource to the Superintendent's Insurance Advisory Committee; communicate with other school districts and government agencies to remain informed about benefit trends; communicate as required to coordinate information and negotiate rates and services with benefit providers.

PHYSICAL REQUIREMENTS:

Light work: Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force as frequently as needed to move objects.

TERMS OF EMPLOYMENT:

Salary and benefits shall be paid consistent with the District's approved compensation plan. Length of the work year and hours of employment shall be those established by the School Board.

FLSA OVERTIME CATEGORY:

Job is exempt from the overtime provisions of the Fair Labor Standards Act.

EVALUATION:

Performance will be evaluated in accordance with Board Policy.

Board Approved: 3/21/85
& Adopted: 4/15//85

Item G-7: 11/6/86
Retitled, Realigned & Reclassified: 3/19/96

Revised: 4/23/96 &
Adopted: 5/21/96

Realignment: 4/13/99; 5/9/00

Revised and Adopted: 12/16/03*

Position Factors

1. Education Required: Level of education which is required for the position:

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Director , Benefits (Cont.)

Point Range: 1095 - 1154

Position Factors

5. Inside/Outside Contacts: The frequency and level of contact, both inside and outside of the district.

- A. Contacts limited to immediate co-workers and supervisors with local office.
- B. Requires frequent contact with participating district employees, school-based and district-level administrators outside agencies and community.
- C. Requires frequent contact with Associate, Assistant and Deputy Superintendents, State Department of Education, Department heads, professional support groups and community.
Requires frequent communication with Superintendent, School Board, union representatives, media, legislative leaders, and community.

6. Impact of Decision Making Responsibility: The specific management, administrative, and professional responsibilities of the position.

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- C. Exercises independent action in area of specialty. Decisions typically apply to an entire department or function.
- D. Frequently exercises independent action in the implementation of major programs and objectives. Decisions may have an effect on other departments or functional areas requiring integration of efforts.
Regularly exercises independent action. Makes decisions about major problems and policies which affect the entire district.

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- E. Extensive impact on most all work units/schools, the public and legislative bodies.

Position Analysis Criteria

1. Education Required	2. Experience Required	3. Supervisory Responsibility	4. Complexity of Essential Job Functions	5. Inside/Outside Contacts	6. Impact of Decision Making Responsibility	7. District-Wide Impact
C	D	A	D	D	D	E