

Five superintendents, nine percent of the respondents, in school divisions with 1,000 students or less responded as having primary responsibility for the personnel function. No other position title expressed responsibility for the personnel function in school divisions with 1,000 students or less. Sixteen (27%) assistant superintendents in school divisions with 1,001 students or more but equal to or less than 2,950 students responded as having primary responsibility for the personnel function. Twelve superintendents (20%) responded as having primary responsibility for the personnel function. In school divisions with 2,951 students or more but equal to or less than 5,000 students, more personnel directors responded to the questionnaire than superintendents and assistant superintendents as having responsibility for the personnel function. As the student enrollment of the divisions gets larger, it appears the superintendent and assistant superintendent take less of a role in administering the personnel job responsibilities.

Performance of Job Responsibilities

Data on the distribution of personnel responsibilities across positions in the responding school divisions are on Tables 7-9. Table 7 contains data on whether responsibilities were performed and if they were performed, whether the respondents (the persons primarily responsible for the personnel function in the school division or the division superintendent) performed, shared or delegated them.

Of the 53 job responsibilities on the questionnaire, at least 41 percent of the respondents reported that they performed, shared responsibilities for, or delegated all of the responsibilities. Those responsibilities not performed, shared, or delegated by 40 percent or more of the respondents, in order from highest to lowest were conducting pre-employment testing (52%), publishing an employee newsletter (45%), supervising