

Table 8

Number and Percentage of Persons Responsible for the Personnel Function, N = 60

Job responsibility		<u>Supt</u>	<u>Asst supt</u>	<u>Per dir</u>	<u>Prin</u>	<u>Secr</u>	<u>Multi</u>	<u>Admin</u>	<u>Admin supp</u>	<u>Dir of instr</u>	<u>Other</u>	<u>Missing</u>
Planning												
1. Establish guidelines outlining the number and types of staff that a school or office may hire	<u>n</u>	25	16	7	0	0	6	0	3	3	0	0
	<u>%</u>	42	26	12	0	0	10	0	5	5	0	0
2. Develop specific guidelines for supervisors related to division's affirmative action plan	<u>n</u>	18	20	12	0	0	2	2	3	3	0	0
	<u>%</u>	30	34	20	0	0	3	3	5	5	0	0
3. Oversee student enrollment projections	<u>n</u>	18	14	8	3	1	4	2	7	2	1	0
	<u>%</u>	30	23	13	5	2	7	3	12	3	2	0
4. Develop forecasts of staffing needs	<u>n</u>	17	15	8	6	0	5	0	6	3	0	0
	<u>%</u>	29	25	13	10	0	8	0	10	5	0	0
5. Develop the personnel budget	<u>n</u>	19	17	10	1	0	1	0	9	2	0	1
	<u>%</u>	31	28	17	2	0	2	0	15	3	0	2
Recruitment												
6. Post job openings	<u>n</u>	11	17	13	0	6	3	2	4	3	1	0
	<u>%</u>	18	28	22	0	10	5	3	7	5	2	0
7. Conduct recruitment activities for all positions	<u>n</u>	10	17	14	1	0	2	4	5	4	3	0
	<u>%</u>	17	28	23	2	0	3	7	8	7	5	0

(table continues)

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Selection												
8. Conduct pre-employment testing	<u>n</u>	15	19	12	0	1	0	1	3	3	2	4
	<u>%</u>	25	31	20	0	2	0	2	5	5	3	7
9. Conduct background checks for professional staff	<u>n</u>	10	12	10	1	17	2	0	3	3	2	0
	<u>%</u>	17	20	17	2	28	3	0	5	5	3	0
10. Conduct background checks for nonprofessional staff	<u>n</u>	10	12	10	1	17	2	0	3	3	2	0
	<u>%</u>	17	20	17	2	28	3	0	5	5	3	0
11. Interview candidates for instructional positions	<u>n</u>	11	13	8	14	0	3	1	3	3	4	0
	<u>%</u>	18	22	13	23	0	5	2	5	5	7	0
12. Interview candidates for administrative positions	<u>n</u>	20	16	7	0	0	6	1	2	3	5	0
	<u>%</u>	33	27	12	0	0	10	2	3	5	8	0
13. Interview candidates for support staff positions	<u>n</u>	12	13	7	11	0	4	2	5	2	4	0
	<u>%</u>	20	22	12	18	0	7	3	8	3	7	0
14. Review applications for instructional positions	<u>n</u>	28	21	9	1	0	0	0	0	0	0	1
	<u>%</u>	46	35	15	2	0	0	0	0	0	0	2
15. Review applications for administrative positions	<u>n</u>	17	21	9	0	0	3	1	3	3	3	0
	<u>%</u>	28	35	15	0	0	5	2	5	5	5	0
16. Review applications for support staff positions	<u>n</u>	10	17	11	6	0	4	3	6	2	1	0
	<u>%</u>	17	28	18	10	0	7	5	10	3	2	0
17. Screen applicants for the position of substitute teacher	<u>n</u>	12	15	12	3	3	2	1	6	4	2	0
	<u>%</u>	20	25	20	5	5	3	2	10	7	3	0

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<b>Induction</b>												
18. Maintain a list of substitute	<u>n</u>	10	10	10	2	15	2	1	3	3	4	0
teacher	<u>%</u>	17	17	17	3	25	3	2	5	5	6	0
19. Inform new employees about	<u>n</u>	11	12	12	0	7	0	1	13	3	1	0
employee benefits	<u>%</u>	18	20	20	0	11	0	2	22	5	2	0
20. Conduct new employee	<u>n</u>	10	11	10	2	1	6	4	5	6	5	0
orientation and induction	<u>%</u>	17	18	17	3	2	10	7	8	10	8	0
programs												
21. Administer procedures for	<u>n</u>	27	28	2	3	0	0	0	0	0	0	0
internal promotions/transfers	<u>%</u>	45	47	3	5	0	0	0	0	0	0	0
22. Oversee contract management	<u>n</u>	24	24	6	6	0	0	0	0	0	0	0
and contract terms	<u>%</u>	40	40	10	10	0	0	0	0	0	0	0
23. Provide contract notices to	<u>n</u>	14	9	8	0	14	1	2	7	3	2	0
employees	<u>%</u>	23	15	14	0	23	2	3	12	5	3	0
<b>Appraisal</b>												
24. Develop guidelines and	<u>n</u>	9	17	11	3	0	10	2	1	3	3	1
procedures for staff	<u>%</u>	15	28	18	5	0	17	3	2	5	5	2
evaluation												
<b>Compensation</b>												
25. Act as the supervising office	<u>n</u>	10	6	5	4	10	4	1	14	3	3	0
for substitute teachers in	<u>%</u>	17	10	8	6	17	7	2	23	5	5	0

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regard to accounting for hours and payment												
26. Administer the employee health insurance program	<u>n</u>	12	8	8	0	10	1	1	14	2	4	0
	<u>%</u>	20	13	13	0	17	2	2	23	3	7	0
27. Conduct job analyses/salary studies	<u>n</u>	17	14	9	0	0	2	1	12	2	3	0
	<u>%</u>	29	23	15	0	0	3	2	20	3	5	0
28. Develop salary schedules	<u>n</u>	19	12	7	0	0	3	1	12	2	4	0
	<u>%</u>	31	20	12	0	0	5	2	20	3	7	0
29. Administer the staff payroll operations	<u>n</u>	9	10	7	0	8	1	1	17	3	4	0
	<u>%</u>	15	16	12	0	13	2	2	28	5	7	0
30. Develop an employee recognition program	<u>n</u>	13	13	10	3	0	4	3	3	4	4	3
	<u>%</u>	21	21	17	5	0	7	5	5	7	7	5
Development												
31. Conduct staff development for instructional staff	<u>n</u>	10	12	9	1	1	7	3	6	7	4	0
	<u>%</u>	17	20	15	2	2	11	5	10	11	7	0
32. Conduct staff development for non-instructional staff	<u>n</u>	10	12	9	5	1	3	6	5	3	6	0
	<u>%</u>	17	20	15	8	2	5	10	8	5	10	0
Justice												
33. Administer unemployment compensation claims	<u>n</u>	9	10	8	0	14	3	1	12	2	1	0
	<u>%</u>	15	17	13	0	23	5	2	20	3	2	0

(table continues)

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34. Administer workers' compensation claims	<u>n</u>	10	9	8	0	12	3	1	13	2	1	1
	<u>%</u>	16	15	13	0	20	5	2	22	3	2	2
35. Provide personal counseling for employees	<u>n</u>	15	12	11	1	0	5	2	5	3	5	1
	<u>%</u>	25	20	18	2	0	8	3	8	5	9	2
36. Supervise the handling of EEOC complaints for the division	<u>n</u>	18	15	11	0	0	4	3	5	3	1	0
	<u>%</u>	30	25	18	0	0	7	5	8	5	2	0
37. Review and mediate employer grievances	<u>n</u>	20	17	10	1	0	4	2	3	2	1	0
	<u>%</u>	33	28	17	2	0	7	3	5	3	2	0
38. Develop/implement disciplinary procedures	<u>n</u>	20	14	7	2	0	8	2	2	2	2	1
	<u>%</u>	33	24	12	3	0	14	3	3	3	3	2
Continuity												
39. Develop job descriptions	<u>n</u>	14	19	10	2	0	4	1	3	4	2	1
	<u>%</u>	23	32	17	3	0	7	2	5	7	3	0
40. Administer tuition assistance programs	<u>n</u>	14	17	9	0	4	1	1	2	6	2	4
	<u>%</u>	23	28	15	0	7	2	2	3	10	3	7
41. Administer the employee retirement program	<u>n</u>	13	9	8	0	8	0	1	15	3	3	0
	<u>%</u>	22	15	13	0	13	0	2	25	5	5	0
42. Coordinate employee assistance program (EAP)	<u>n</u>	16	17	10	0	1	1	1	2	5	3	4
	<u>%</u>	26	28	17	0	2	2	2	3	8	5	7

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43. Supervise the division leave program	<u>n</u>	21	11	8	0	4	1	1	9	3	2	0
	<u>%</u>	35	18	13	0	7	2	2	15	5	3	0
44. Conduct exit interviews	<u>n</u>	15	21	9	1	1	2	1	3	3	3	1
	<u>%</u>	24	35	15	2	2	3	2	5	5	5	2
45. Administer guidelines for reduction-in-force	<u>n</u>	22	15	12	1	0	1	1	3	3	1	1
	<u>%</u>	36	24	20	2	0	2	2	5	5	2	2
46. Administer programs to decrease staff absenteeism	<u>n</u>	15	15	10	4	0	5	1	2	3	2	3
	<u>%</u>	25	25	17	6	0	8	2	3	5	4	5
47. Supervise employee wellness programs	<u>n</u>	14	14	8	2	1	3	2	1	3	8	4
	<u>%</u>	23	23	13	4	2	5	4	2	5	13	6
Information												
48. Maintain personnel records	<u>n</u>	10	9	9	0	19	2	2	5	2	2	0
	<u>%</u>	17	15	15	0	32	3	3	9	3	3	0
49. Complete federal/state/local reports pertaining to personnel	<u>n</u>	11	13	8	0	12	2	2	7	2	3	0
	<u>%</u>	18	22	14	0	20	3	3	12	3	5	0
50. Provide data as requested by superintendent and school board	<u>n</u>	15	15	12	0	3	5	2	4	2	2	0
	<u>%</u>	25	25	20	0	5	9	3	7	3	3	0

(table continues)

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51. Prepare the personnel-related information to the school board	<u>n</u>	15	17	11	0	3	2	2	4	3	3	0
	<u>%</u>	25	28	19	0	5	3	3	7	5	5	0
52. Develop an employee handbook	<u>n</u>	10	15	13	3	3	1	3	3	3	5	1
	<u>%</u>	17	25	21	5	5	2	5	5	5	8	2
53. Publish an employee newsletter	<u>n</u>	14	18	10	1	1	2	1	3	4	2	4
	<u>%</u>	24	30	17	2	2	3	2	5	6	3	6

Note. Supt = superintendent; asst supt = assistant superintendent; per dir = personnel director; prin = principal; secr = secretary; multi = multiple titles; admin = administrator (coordinator, supervisor, curriculum leader); admin supp = administrative support; and dir of instr = director of instruction.