

Table 9

The Extent of Change Anticipated in Three to Five Years and the Level of Technology Used Currently in the Personnel Function, N= 60

Job responsibility		Change expected				Level of technology ^a						
		Incr.	Decr.	None	Missing	High	Mod.	Low	None	Missing	<u>M</u>	<u>SD</u>
Planning												
1. Establish guidelines outlining the number and types of staff that a school or office may hire	<u>n</u>	11	0	48	1	7	25	20	5	3	1.6	0.8
	<u>%</u>	18	0	80	2	12	41	33	9	5		
2. Develop specific guidelines for supervisors related to division's affirmative action plan	<u>n</u>	10	2	46	2	3	22	22	8	5	1.4	0.8
	<u>%</u>	17	3	77	3	6	36	36	14	8		
3. Oversee student enrollment projections	<u>n</u>	5	2	49	4	13	22	13	6	6	1.8	0.9
	<u>%</u>	8	3	82	7	22	36	22	10	10		
4. Develop forecasts of staffing needs	<u>n</u>	16	1	40	3	15	17	18	4	6	1.8	0.9
	<u>%</u>	27	2	66	5	25	28	30	7	10		
5. Develop the personnel budget	<u>n</u>	18	1	36	5	25	14	10	2	9	2.2	0.9
	<u>%</u>	30	2	60	8	42	23	16	4	15		
Recruitment												
6. Post job openings	<u>n</u>	15	2	40	3	15	21	14	6	4	1.8	1.0
	<u>%</u>	25	3	67	5	25	35	23	10	7		
7. Conduct recruitment activities for all positions	<u>n</u>	20	2	35	3	11	19	21	6	3	1.6	0.9
	<u>%</u>	33	3	59	5	18	32	35	10	5		

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Job responsibility		Change expected				Level of technology ^a						<u>M</u>	<u>SD</u>
		Incr.	Decr.	None	Missing	High	Mod.	Low	None	Missing			
Selection													
8. Conduct pre-employment testing	<u>n</u>	8	1	35	16	4	12	11	14	19	1.2	1.0	
	<u>%</u>	13	2	58	27	7	20	18	23	32			
9. Conduct background checks for professional staff	<u>n</u>	20	0	36	4	12	18	18	7	5	1.6	1.0	
	<u>%</u>	33	0	60	7	20	30	30	12	8			
10. Conduct background checks for nonprofessional staff	<u>n</u>	19	1	35	5	10	19	19	6	6	1.6	0.9	
	<u>%</u>	32	2	58	8	16	32	32	10	10			
11. Interview candidates for instructional positions	<u>n</u>	12	1	44	3	4	15	20	16	5	1.2	0.9	
	<u>%</u>	20	2	73	5	7	25	33	27	8			
12. Interview candidates for administrative positions	<u>n</u>	13	0	45	2	5	14	22	16	3	1.1	0.9	
	<u>%</u>	22	0	75	3	8	23	36	28	5			
13. Interview candidates for support staff positions	<u>n</u>	12	1	44	3	4	14	22	16	4	1.1	0.9	
	<u>%</u>	20	2	73	5	7	23	36	27	7			
14. Review applications for instructional positions	<u>n</u>	15	2	40	3	8	17	18	13	4	1.4	1.0	
	<u>%</u>	25	3	67	5	13	28	30	22	7			
15. Review applications for administrative positions	<u>n</u>	14	1	42	3	6	19	19	12	4	1.3	0.9	
	<u>%</u>	23	2	70	5	10	31	31	21	7			
16. Review applications for support staff positions	<u>n</u>	13	2	42	3	4	19	18	15	4	1.2	0.9	
	<u>%</u>	22	3	70	5	7	31	30	25	7			

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Job responsibility		Change expected				Level of technology ^a						
		Incr.	Decr.	None	Missing	High	Mod.	Low	None	Missing	<u>M</u>	<u>SD</u>
17. Screen applicants for the position of substitute teacher	<u>n</u>	14	2	40	4	6	16	17	16	5	1.2	1.0
	<u>%</u>	23	3	67	7	10	27	28	27	8		
Induction												
18. Maintain a list of substitute teacher	<u>n</u>	15	0	42	3	15	17	15	9	4	1.7	1.0
	<u>%</u>	25	0	70	5	25	28	25	15	7		
19. Inform new employees about employee benefits	<u>n</u>	15	1	41	3	8	15	21	12	4	1.3	1.0
	<u>%</u>	25	2	68	5	13	25	35	20	7		
20. Conduct new employee orientation and induction programs	<u>n</u>	17	0	39	4	4	17	22	13	4	1.2	0.9
	<u>%</u>	28	0	65	7	7	28	36	22	7		
21. Administer procedures for internal promotions/transfers	<u>n</u>	11	0	44	5	5	16	18	16	5	1.2	1.0
	<u>%</u>	18	0	74	8	8	27	30	27	8		
22. Oversee contract management and contract terms	<u>n</u>	11	1	41	7	13	17	14	9	7	1.6	1.0
	<u>%</u>	18	2	68	12	22	28	23	15	12		
23. Provide contract notices to employees	<u>n</u>	11	1	42	6	14	15	17	7	7	1.7	1.0
	<u>%</u>	18	2	70	10	23	25	28	12	12		
Appraisal												
24. Develop guidelines and procedures for staff evaluation	<u>n</u>	22	1	34	3	4	18	24	8	6	1.4	0.8
	<u>%</u>	37	2	56	5	7	30	40	13	10		

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Job responsibility		Change expected				Level of technology ^a						
		Incr.	Decr.	None	Missing	High	Mod.	Low	None	Missing	<u>M</u>	<u>SD</u>
25. Act as the supervising office for substitute teachers in regard to accounting for hours and payment	<u>n</u>	9	1	45	5	15	21	8	9	7	1.8	1.0
	<u>%</u>	15	2	75	8	25	35	13	15	12		
26. Administer the employee health insurance program	<u>n</u>	13	1	41	5	16	21	8	8	7	1.8	1.0
	<u>%</u>	22	2	68	8	27	35	13	13	12		
27. Conduct job analyses/salary studies	<u>n</u>	19	0	34	7	16	16	10	8	10	1.8	1.0
	<u>%</u>	31	0	57	12	27	27	16	13	17		
28. Develop salary schedules	<u>n</u>	19	0	39	2	22	20	8	4	6	2.1	0.9
	<u>%</u>	32	0	65	3	36	33	14	7	10		
29. Administer the staff payroll operations	<u>n</u>	10	1	42	7	29	13	6	5	7	2.2	1.0
	<u>%</u>	16	2	70	12	48	22	10	8	12		
30. Develop an employee recognition program	<u>n</u>	9	0	44	7	4	16	18	14	8	1.2	0.9
	<u>%</u>	15	0	73	12	7	27	30	23	13		
Development												
31. Conduct staff development for instructional staff	<u>n</u>	20	0	35	5	5	26	12	10	7	1.5	0.9
	<u>%</u>	33	0	59	8	8	43	20	17	12		
32. Conduct staff development for non-instructional staff	<u>n</u>	19	1	37	3	4	18	16	13	9	1.3	0.9
	<u>%</u>	32	2	61	5	7	30	27	21	15		

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Job responsibility		Change expected				Level of technology ^a						M	SD
		Incr.	Decr.	None	Missing	High	Mod.	Low	None	Missing			
Justice													
33. Administer unemployment	<u>n</u>	10	1	41	8	7	23	13	8	9	1.6	0.9	
compensation claims	<u>%</u>	17	2	68	13	12	38	22	13	15			
34. Administer workers'	<u>n</u>	8	1	41	10	7	22	14	7	10	1.6	0.9	
compensation claims	<u>%</u>	13	2	68	17	12	37	23	12	16			
35. Provide personal counseling for	<u>n</u>	11	0	36	13	2	9	16	19	14	0.9	0.9	
employees	<u>%</u>	18	0	60	22	3	15	27	32	23			
36. Supervise the handling of EEOC	<u>n</u>	7	1	47	5	2	14	20	17	7	1.0	0.9	
complaints for the division	<u>%</u>	12	2	78	8	3	23	34	28	12			
37. Review and mediate employee	<u>n</u>	11	0	45	4	4	11	19	22	4	0.9	0.9	
grievances	<u>%</u>	18	0	75	7	7	18	32	36	7			
38. Develop/implement disciplinary	<u>n</u>	12	1	42	5	3	16	18	14	9	1.2	0.9	
procedures	<u>%</u>	20	2	70	8	5	27	30	23	15			
39. Develop job descriptions	<u>n</u>	16	1	41	2	14	19	16	7	4	1.7	1.0	
	<u>%</u>	27	2	68	3	23	32	27	11	7			
Continuity													
40. Administer tuition assistance	<u>n</u>	8	1	43	8	7	18	11	15	9	1.3	1.1	
programs	<u>%</u>	13	2	72	13	12	30	18	25	15			

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Job responsibility		Change expected				Level of technology ^a						
		Incr.	Decr.	None	Missing	High	Mod.	Low	None	Missing	<u>M</u>	<u>SD</u>
41. Administer the employee retirement program	<u>n</u>	14	1	40	5	10	20	14	7	9	1.6	1.0
	<u>%</u>	23	2	67	8	17	33	23	12	15		
42. Coordinate employee assistance program (EAP)	<u>n</u>	11	1	36	12	5	10	15	15	15	1.1	1.0
	<u>%</u>	18	2	60	20	8	17	25	25	25		
43. Supervise the division leave program	<u>n</u>	11	1	40	8	7	13	19	10	11	1.3	1.0
	<u>%</u>	18	2	67	13	12	22	31	17	18		
44. Conduct exit interviews	<u>n</u>	9	2	40	9	3	11	17	18	11	1.0	9.0
	<u>%</u>	15	3	67	15	5	18	28	31	18		
45. Administer guidelines for reduction-in-force	<u>n</u>	4	5	45	6	3	11	23	16	7	1.0	0.9
	<u>%</u>	7	8	75	10	5	18	38	27	12		
46. Administer programs to decrease staff absenteeism	<u>n</u>	12	2	34	12	4	16	11	13	16	1.2	1.0
	<u>%</u>	20	3	57	20	7	27	18	21	27		
47. Supervise employee wellness programs	<u>n</u>	11	2	35	12	2	11	13	18	16	0.9	0.9
	<u>%</u>	18	3	59	20	3	18	22	30	27		
Information												
48. Maintain personnel records	<u>n</u>	20	1	36	3	13	22	13	8	4	1.7	1.0
	<u>%</u>	33	2	60	5	22	37	21	13	7		
49. Complete federal/state/local reports pertaining to personnel	<u>n</u>	17	1	38	4	15	21	13	6	5	1.8	1.0
	<u>%</u>	28	2	63	7	25	35	22	10	8		

(table continues)

Job responsibility		Change expected				Level of technology ^a						
		Incr.	Decr.	None	Missing	High	Mod.	Low	None	Missing	<u>M</u>	<u>SD</u>
50. Provide data as requested by	<u>n</u>	18	1	36	5	15	22	14	5	4	1.8	0.9
superintendent and school board	<u>%</u>	30	2	60	8	25	37	23	8	7		
51. Prepare personnel-related	<u>n</u>	17	0	40	3	16	18	16	4	6	1.9	0.9
information for the school board	<u>%</u>	28	0	67	5	27	30	27	6	10		
52. Develop an employee handbook	<u>n</u>	17	1	34	8	15	17	11	8	9	1.8	1.1
	<u>%</u>	28	2	57	13	25	29	18	13	15		
53. Publish an employee newsletter	<u>n</u>	15	2	30	13	11	20	7	9	13	1.7	1.0
	<u>%</u>	25	3	50	22	18	33	12	15	22		

^a A scale for level of technology used was 0 = no use, 1 = low use, 2 = moderate use, and 3 = high use.