

than .3976 but equal to or less than .8000. In these divisions, forty percent or more of the superintendents were responsible for establishing guidelines outlining the number and type of staff that a school or office may hire (47%) and supervising the division leave program (41%). Forty percent or more of the assistant superintendents were responsible for reviewing applications for administrative positions (47%), developing guidelines and procedures for staff evaluation (47%), developing specific guidelines for supervisors related to the division's affirmative action plan (41%), conducting recruitment activities for all positions (41%), conducting pre-employment testing (41%), interviewing candidates for administrative positions (41%), administering procedures for internal promotions and transfers (41%), reviewing and mediating employer grievances (41%), developing disciplinary procedures (41%), conducting exit interviews (41%) and publishing an employee newsletter (41%). Forty percent or more of the administrative support persons were responsible for administering the staff payroll operations (47%), administering the employee health insurance program (41%), developing salary schedules (41%), and administering workers' compensation claims (41%). Assistant superintendents and administrative support personnel took more active roles in the wealthy divisions in administering the personnel function. In poor divisions the job responsibilities were divided between superintendents and assistant superintendents. In the middle wealth divisions a large number of superintendents took an active role in performing the personnel responsibility.