

Table 10

Number and Percentage of Poor School Divisions (Composite Index .3157) with Specific Positions Performing the Personnel Function.n = 20

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 type of staff that a school or office may hire	<u>n</u>	6	5	2	0	0	4	0	2	1	0	0
	<u>%</u>	30	25	10	0	0	20	0	10	5	0	0
2. Develop specific guidelines for supervisors related to division's affirmative action plan	<u>n</u>	5	6	3	0	0	2	1	2	1	0	0
	<u>%</u>	25	30	15	0	0	10	5	10	5	0	0
3. Oversee student enrollment projections	<u>n</u>	5	5	3	0	1	2	1	2	1	0	0
	<u>%</u>	25	25	15	0	5	10	5	10	5	0	0
4. Develop forecasts of staffing needs	<u>n</u>	5	4	3	1	0	2	0	3	2	0	0
	<u>%</u>	25	20	15	5	0	10	0	15	10	0	0
5. Develop the personnel budget	<u>n</u>	8	5	3	0	0	1	0	2	1	0	0
	<u>%</u>	40	25	15	0	0	5	0	10	5	0	0
Recruitment												
6. Post job openings	<u>n</u>	2	7	4	0	2	1	0	3	1	0	0
	<u>%</u>	10	35	20	0	10	5	0	15	5	0	0
7. Conduct recruitment activities for all positions	<u>n</u>	2	6	4	0	0	1	1	4	2	0	0
	<u>%</u>	10	30	20	0	0	5	5	20	10	0	0

(table continues)

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

(table continues)

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>
Induction												
18. Maintain a list of substitute teacher	<u>n</u>	2	6	3	0	5	1	0	2	1	0	0
	<u>%</u>	10	30	15	0	25	5	0	10	5	0	0
19. Inform new employees about employee benefits	<u>n</u>	3	4	4	0	3	0	0	5	1	0	0
	<u>%</u>	15	20	20	0	15	0	0	25	5	0	0
20. Conduct new employee orientation and induction programs	<u>n</u>	2	6	4	1	0	3	1	1	2	0	0
	<u>%</u>	10	30	20	5	0	15	5	5	10	0	0
21. Administer procedures for internal promotions/transfers	<u>n</u>	6	4	4	0	0	2	0	3	1	0	0
	<u>%</u>	30	20	20	0	0	10	0	15	5	0	0
22. Oversee contract management and contract terms	<u>n</u>	3	4	4	0	1	2	0	4	1	1	0
	<u>%</u>	15	20	20	0	5	10	0	20	5	5	0
23. Provide contract notices to employees	<u>n</u>	2	3	2	0	5	1	0	5	1	1	0
	<u>%</u>	10	15	10	0	25	5	0	25	5	5	0
Appraisal												
24. Develop guidelines and procedures for staff evaluation	<u>n</u>	4	4	3	2	0	5	0	1	1	0	0
	<u>%</u>	20	20	15	10	0	25	0	5	5	0	0
Compensation												
25. Act as the supervising office for substitute teachers in	<u>n</u>	2	3	2	1	3	1	0	6	1	1	0
	<u>%</u>	10	15	10	5	15	5	0	30	5	5	0

(table continues)

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>
regard to accounting for hours and payment												
26. Administer the employee health insurance program	<u>n</u>	2	4	3	0	4	1	0	5	1	0	0
	<u>%</u>	10	20	15	0	20	5	0	25	5	0	0
27. Conduct job analyses/salary studies	<u>n</u>	4	5	4	0	0	1	0	5	1	0	0
	<u>%</u>	20	25	20	0	0	5	0	25	5	0	0
28. Develop salary schedules	<u>n</u>	5	5	2	0	0	2	0	5	1	0	0
	<u>%</u>	25	25	10	0	0	10	0	25	5	0	0
29. Administer the staff payroll operations	<u>n</u>	2	6	3	0	3	1	0	3	1	1	0
	<u>%</u>	10	30	15	0	15	5	0	15	5	5	0
30. Develop an employee recognition program	<u>n</u>	2	6	3	1	0	2	0	1	1	2	2
	<u>%</u>	10	30	15	5	0	10	0	5	5	10	10
Development												
31. Conduct staff development for instructional staff	<u>n</u>	2	3	4	0	1	4	0	3	2	1	0
	<u>%</u>	10	15	20	0	5	20	0	15	10	5	0
32. Conduct staff development for non-instructional staff	<u>n</u>	2	4	4	2	1	3	0	2	1	1	0
	<u>%</u>	10	20	20	10	5	15	0	10	5	5	0
Justice												
33. Administer unemployment compensation claims	<u>n</u>	2	5	3	0	4	2	0	3	1	0	0
	<u>%</u>	10	25	15	0	20	10	0	15	5	0	0

(table continues)

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

(table continues)

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>
43. Supervise the division leave program	<u>n</u>	5	2	4	0	0	1	0	7	1	0	0
	<u>%</u>	25	10	20	0	0	5	0	35	5	0	0
44. Conduct exit interviews	<u>n</u>	2	9	3	0	1	1	0	2	1	0	1
	<u>%</u>	10	45	15	0	5	5	0	10	5	0	5
45. Administer guidelines for reduction-in-force	<u>n</u>	7	5	4	0	0	0	0	2	1	0	1
	<u>%</u>	35	25	20	0	0	0	0	10	5	0	5
46. Administer programs to decrease staff absenteeism	<u>n</u>	3	6	4	1	0	2	0	2	1	0	1
	<u>%</u>	15	30	20	5	0	10	0	10	5	0	5
47. Supervise employee wellness programs	<u>n</u>	3	8	3	0	1	1	0	1	1	1	1
	<u>%</u>	15	40	15	0	5	5	0	5	5	5	5
Information												
48. Maintain personnel records	<u>n</u>	2	3	3	0	7	1	0	3	1	0	0
	<u>%</u>	10	15	15	0	35	5	0	15	5	0	0
49. Complete federal/state/local reports pertaining to personnel	<u>n</u>	2	5	2	0	5	0	0	5	1	0	0
	<u>%</u>	10	25	10	0	25	0	0	25	5	0	0
50. Provide data as requested by superintendent and school board	<u>n</u>	3	5	4	0	2	1	1	3	1	0	0
	<u>%</u>	15	25	20	0	10	5	5	15	5	0	0

(table continues)

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>
51. Prepare the personnel-related information to the school board	<u>n</u>	2	7	3	0	3	0	0	4	1	0	0
	<u>%</u>	10	35	15	0	15	0	0	20	5	0	0
52. Develop an employee handbook	<u>n</u>	3	6	3	1	1	1	0	3	1	1	0
	<u>%</u>	15	30	15	5	5	5	0	15	5	5	0
53. Publish an employee newsletter	<u>n</u>	3	6	3	0	1	1	0	2	1	1	2
	<u>%</u>	15	30	15	0	5	5	0	10	5	5	10

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.

Table 11

Number and Percentage Middle Wealth School Divisions (Composite Index .3158 but .3975) with Specific Positions Performing the Personnel Function, n = 23

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 type of staff that a school or office may hire	<u>n</u>	11	5	4	0	0	1	0	0	2	0	0
	<u>%</u>	48	22	17	0	0	4	0	0	9	0	0
2. Develop specific guidelines for supervisors related to division's affirmative action plan	<u>n</u>	9	7	5	0	0	0	1	0	1	0	0
	<u>%</u>	39	31	22	0	0	0	4	0	4	0	0
3. Oversee student enrollment projections	<u>n</u>	7	5	4	2	0	0	1	2	1	1	0
	<u>%</u>	31	22	17	9	0	0	4	9	4	4	0
4. Develop forecasts of staffing needs	<u>n</u>	8	5	4	2	0	2	0	1	1	0	0
	<u>%</u>	35	22	17	9	0	9	0	4	4	0	0
5. Develop the personnel budget	<u>n</u>	8	6	4	0	0	0	0	3	1	0	1
	<u>%</u>	35	26	18	0	0	0	0	13	4	0	4
Recruitment												
6. Post job openings	<u>n</u>	4	6	5	0	2	1	2	1	1	1	0
	<u>%</u>	18	26	22	0	9	4	9	4	4	4	0
7. Conduct recruitment activities for all positions	<u>n</u>	4	4	5	1	0	1	3	1	1	3	0
	<u>%</u>	18	18	22	4	0	4	13	4	4	13	0

(table continues)

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>
Selection												
8. Conduct pre-employment testing	<u>n</u>	9	5	3	0	0	0	1	1	1	2	1
	<u>%</u>	40	22	13	0	0	0	4	4	4	9	4
9. Conduct background checks for professional staff	<u>n</u>	4	5	4	0	6	1	0	1	1	1	0
	<u>%</u>	18	22	18	0	26	4	0	4	4	4	0
10. Conduct background checks for nonprofessional staff	<u>n</u>	4	5	4	0	6	2	0	1	1	0	0
	<u>%</u>	18	21	18	0	26	9	0	4	4	0	0
11. Interview candidates for instructional positions	<u>n</u>	6	3	3	6	0	0	1	0	1	3	0
	<u>%</u>	26	13	13	26	0	0	4	0	4	13	0
12. Interview candidates for administrative positions	<u>n</u>	9	5	3	0	0	0	1	0	1	4	0
	<u>%</u>	39	22	13	0	0	0	4	0	4	17	0
13. Interview candidates for support staff positions	<u>n</u>	7	4	3	4	0	0	1	0	1	3	0
	<u>%</u>	30	18	13	18	0	0	4	0	4	13	0
14. Review applications for instructional positions	<u>n</u>	6	3	4	3	0	2	2	1	1	1	0
	<u>%</u>	26	13	18	13	0	9	9	4	4	4	0
15. Review applications for administrative positions	<u>n</u>	9	6	4	0	0	0	1	0	1	2	0
	<u>%</u>	39	26	18	0	0	0	4	0	4	9	0
16. Review applications for support staff positions	<u>n</u>	5	5	4	3	0	1	2	1	1	1	0
	<u>%</u>	22	22	18	13	0	4	9	4	4	4	0
17. Screen applicants for the position of substitute teacher	<u>n</u>	6	4	4	1	1	0	1	3	2	1	0
	<u>%</u>	26	18	18	4	4	0	4	13	9	4	0

(table continues)

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>
Induction												
18. Maintain a list of substitute teacher	<u>n</u>	4	2	4	1	6	0	1	1	2	2	0
	<u>%</u>	18	9	18	4	26	0	4	4	9	8	0
19. Inform new employees about employee benefits	<u>n</u>	5	4	5	0	3	0	1	3	1	1	0
	<u>%</u>	22	18	22	0	13	0	4	13	4	4	0
20. Conduct new employee orientation and induction programs	<u>n</u>	5	2	3	0	1	2	3	1	2	4	0
	<u>%</u>	22	9	13	0	4	9	13	4	9	17	0
21. Administer procedures for internal promotions/transfers	<u>n</u>	10	5	3	0	0	1	1	1	1	1	0
	<u>%</u>	44	22	13	0	0	4	4	4	4	4	0
22. Oversee contract management and contract terms	<u>n</u>	7	6	3	0	2	1	2	0	1	1	0
	<u>%</u>	31	26	13	0	9	4	9	0	4	4	0
23. Provide contract notices to employees	<u>n</u>	8	3	4	0	5	0	1	0	1	1	0
	<u>%</u>	35	13	18	0	22	0	4	4	4	0	0
Appraisal												
24. Develop guidelines and procedures for staff evaluation	<u>n</u>	4	5	5	0	0	3	2	0	1	3	0
	<u>%</u>	17	22	22	0	0	13	9	0	4	13	0
Compensation												
25. Act as the supervising office for substitute teachers in	<u>n</u>	6	2	2	1	6	2	0	3	1	0	0
	<u>%</u>	26	9	9	4	26	9	0	13	4	0	0

(table continues)

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>
regard to accounting for hours and payment												
26. Administer the employee health insurance program	<u>n</u>	7	3	3	0	3	0	1	2	1	3	0
	<u>%</u>	31	13	13	0	13	0	4	9	4	13	0
27. Conduct job analyses/salary studies	<u>n</u>	8	4	3	0	0	1	1	2	1	3	0
	<u>%</u>	35	18	13	0	0	4	4	9	4	13	0
28. Develop salary schedules	<u>n</u>	10	4	3	0	0	1	1	0	1	3	0
	<u>%</u>	44	18	13	0	0	4	4	0	4	13	0
29. Administer the staff payroll operations	<u>n</u>	5	3	2	0	3	0	1	6	1	2	0
	<u>%</u>	22	13	9	0	13	0	4	26	4	9	0
30. Develop an employee recognition program	<u>n</u>	6	3	4	1	0	1	3	2	1	1	1
	<u>%</u>	26	13	18	4	0	4	13	9	4	4	4
Development												
31. Conduct staff development for instructional staff	<u>n</u>	6	3	4	0	0	1	3	2	1	3	0
	<u>%</u>	26	13	18	0	0	4	13	9	4	13	0
32. Conduct staff development for non-instructional staff	<u>n</u>	5	3	4	2	0	0	4	1	1	3	0
	<u>%</u>	22	13	18	9	0	0	17	4	4	13	0
Justice												
33. Administer unemployment compensation claims	<u>n</u>	5	3	3	0	5	1	1	3	1	1	0
	<u>%</u>	22	13	13	0	22	4	4	14	4	4	0

(table continues)

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>
34. Administer workers' compensation claims	<u>n</u>	6	2	3	0	5	1	1	2	1	1	0
	<u>%</u>	26	9	14	0	22	5	5	9	5	5	0
35. Provide personal counseling for employees	<u>n</u>	8	3	5	0	0	1	2	1	1	2	0
	<u>%</u>	35	13	22	0	0	4	9	4	4	9	0
36. Supervise the handling of EEOC complaints for the division	<u>n</u>	9	5	5	0	0	1	1	0	1	1	0
	<u>%</u>	40	22	22	0	0	4	4	0	4	4	0
37. Review and mediate employer grievances	<u>n</u>	10	5	3	0	0	1	1	1	1	1	0
	<u>%</u>	44	22	13	0	0	4	4	4	4	4	0
38. Develop/implement disciplinary procedures	<u>n</u>	8	4	4	1	0	2	1	0	1	2	0
	<u>%</u>	34	18	18	4	0	9	4	0	4	9	0
Continuity												
39. Develop job descriptions	<u>n</u>	6	8	3	1	0	1	1	1	1	1	0
	<u>%</u>	26	35	13	4	0	4	4	4	4	4	0
40. Administer tuition assistance programs	<u>n</u>	9	4	3	0	1	0	1	1	1	1	2
	<u>%</u>	40	18	13	0	4	0	4	4	4	4	9
41. Administer the employee retirement program	<u>n</u>	8	3	2	0	3	0	1	3	1	2	0
	<u>%</u>	35	13	9	0	13	0	4	13	4	9	0
42. Coordinate employee assistance program (EAP)	<u>n</u>	9	7	3	0	1	0	1	0	1	1	0
	<u>%</u>	40	31	13	0	4	0	4	0	4	4	0

(table continues)

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>
43. Supervise the division leave program	<u>n</u>	9	4	3	0	4	0	1	0	1	1	0
	<u>%</u>	39	18	13	0	18	0	4	0	4	4	0
44. Conduct exit interviews	<u>n</u>	8	5	3	1	0	0	1	1	1	3	0
	<u>%</u>	35	22	13	4	0	0	4	4	4	13	0
45. Administer guidelines for reduction-in-force	<u>n</u>	10	5	5	1	0	0	1	0	1	0	0
	<u>%</u>	44	22	22	4	0	0	4	0	4	0	0
46. Administer programs to decrease staff absenteeism	<u>n</u>	8	4	3	2	0	2	1	0	1	2	0
	<u>%</u>	35	17	13	9	0	9	4	0	4	9	0
47. Supervise employee wellness programs	<u>n</u>	7	2	3	2	0	1	2	0	1	5	0
	<u>%</u>	30	9	13	9	0	4	9	0	4	22	0
Information												
48. Maintain personnel records	<u>n</u>	6	3	3	0	6	0	2	1	1	1	0
	<u>%</u>	26	13	13	0	26	0	9	4	4	4	0
49. Complete federal/state/local reports pertaining to personnel	<u>n</u>	6	3	3	0	5	1	2	0	1	2	0
	<u>%</u>	26	13	13	0	22	4	9	0	4	9	0
50. Provide data as requested by superintendent and school board	<u>n</u>	7	4	5	0	1	2	1	0	1	2	0
	<u>%</u>	30	18	22	0	4	9	4	0	4	9	0

(table continues)

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>
51. Prepare the personnel-related information to the school board	<u>n</u>	8	4	5	0	0	0	2	0	1	3	0
	<u>%</u>	35	17	22	0	0	0	9	0	4	13	0
52. Develop an employee handbook	<u>n</u>	5	3	5	1	2	0	3	0	1	3	0
	<u>%</u>	22	13	22	4	9	0	13	0	4	13	0
53. Publish an employee newsletter	<u>n</u>	7	5	4	1	0	1	1	1	2	1	0
	<u>%</u>	31	22	18	4	0	4	4	4	9	4	0

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.

Table 12

Number and Percentage of Wealthy School Divisions (Composite Index .3976 but than .8000) with Specific Positions Performing the Personnel Function, n = 17

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 type of staff that a school or office may hire	<u>n</u>	8	6	1	0	0	1	0	1	0	0	0
	<u>%</u>	47	35	6	0	0	6	0	6	0	0	0
2. Develop specific guidelines for supervisors related to division's affirmative action plan	<u>n</u>	4	7	4	0	0	0	0	1	1	0	0
	<u>%</u>	24	41	24	0	0	0	0	6	6	0	0
3. Oversee student enrollment projections	<u>n</u>	6	4	1	1	0	2	0	3	0	0	0
	<u>%</u>	35	24	6	6	0	12	0	17	0	0	0
4. Develop forecasts of staffing needs	<u>n</u>	4	6	1	3	0	1	0	2	0	0	0
	<u>%</u>	24	35	6	17	0	6	0	12	0	0	0
5. Develop the personnel budget	<u>n</u>	3	6	3	1	0	0	0	4	0	0	0
	<u>%</u>	18	35	18	6	0	0	0	23	0	0	0
Recruitment												
6. Post job openings	<u>n</u>	5	4	4	0	2	1	0	0	1	0	0
	<u>%</u>	29	24	24	0	11	6	0	0	6	0	0
7. Conduct recruitment activities for all positions	<u>n</u>	4	7	5	0	0	0	0	0	1	0	0
	<u>%</u>	24	41	29	0	0	0	0	0	6	0	0

(table continues)

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>
Selection												
8. Conduct pre-employment testing	<u>n</u>	4	7	5	0	0	0	0	0	1	0	0
	<u>%</u>	24	41	29	0	0	0	0	0	6	0	0
9. Conduct background checks for professional staff	<u>n</u>	4	3	3	0	4	1	0	0	1	1	0
	<u>%</u>	24	17	17	0	24	6	0	0	6	6	0
10. Conduct background checks for nonprofessional staff	<u>n</u>	4	3	3	0	4	1	0	0	1	1	0
	<u>%</u>	24	17	17	0	24	6	0	0	6	6	0
11. Interview candidates for instructional positions	<u>n</u>	3	6	2	4	0	1	0	0	1	0	0
	<u>%</u>	17	35	12	24	0	6	0	0	6	0	0
12. Interview candidates for administrative positions	<u>n</u>	6	7	1	0	0	2	0	0	1	0	0
	<u>%</u>	35	41	6	0	0	12	0	0	6	0	0
13. Interview candidates for support staff positions	<u>n</u>	3	4	1	5	0	1	0	3	0	0	0
	<u>%</u>	18	23	6	29	0	6	0	18	0	0	0
14. Review applications for instructional positions	<u>n</u>	3	6	4	1	0	2	0	0	1	0	0
	<u>%</u>	17	35	24	6	0	12	0	0	6	0	0
15. Review applications for administrative positions	<u>n</u>	5	8	2	0	0	1	0	0	1	0	0
	<u>%</u>	29	47	12	0	0	6	0	0	6	0	0
16. Review applications for support staff positions	<u>n</u>	3	5	3	3	0	1	0	2	0	0	0
	<u>%</u>	18	29	18	18	0	6	0	11	0	0	0
17. Screen applicants for the position of substitute teacher	<u>n</u>	4	4	4	2	0	1	0	0	1	1	0
	<u>%</u>	24	24	24	11	0	6	0	0	6	5	0

(table continues)

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>
Induction												
18. Maintain a list of substitute teacher	<u>n</u>	4	2	3	1	4	1	0	0	0	2	0
	<u>%</u>	23	12	18	6	23	6	0	0	0	12	0
19. Inform new employees about employee benefits	<u>n</u>	3	4	3	0	1	0	0	5	1	0	0
	<u>%</u>	18	23	18	0	6	0	0	29	6	0	0
20. Conduct new employee orientation and induction programs	<u>n</u>	3	3	3	1	0	1	0	3	2	1	0
	<u>%</u>	18	18	18	6	0	6	0	17	11	6	0
21. Administer procedures for internal promotions/transfers	<u>n</u>	5	7	3	1	0	0	0	0	1	0	0
	<u>%</u>	29	41	18	6	0	0	0	0	6	0	0
22. Oversee contract management and contract terms	<u>n</u>	4	6	3	0	0	0	0	3	0	1	0
	<u>%</u>	23	35	18	0	0	0	0	18	0	6	0
23. Provide contract notices to employees	<u>n</u>	4	3	2	0	4	0	1	2	1	0	0
	<u>%</u>	23	18	12	0	23	0	6	12	6	0	0
Appraisal												
24. Develop guidelines and procedures for staff evaluation	<u>n</u>	1	8	3	1	0	2	0	0	1	0	1
	<u>%</u>	6	47	17	6	0	12	0	0	6	0	6
Compensation												
25. Act as the supervising office for substitute teachers in	<u>n</u>	2	1	1	2	1	1	1	5	1	2	0
	<u>%</u>	12	6	6	12	6	6	6	29	6	11	0

(table continues)

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>
regard to accounting for hours and payment												
26. Administer the employee health insurance program	<u>n</u>	3	1	2	0	3	0	0	7	0	1	0
	<u>%</u>	18	6	11	0	18	0	0	41	0	6	0
27. Conduct job analyses/salary studies	<u>n</u>	5	5	2	0	0	0	0	5	0	0	0
	<u>%</u>	29	29	12	0	0	0	0	29	0	0	0
28. Develop salary schedules	<u>n</u>	4	3	2	0	0	0	0	7	0	1	0
	<u>%</u>	23	18	12	0	0	0	0	41	0	6	0
29. Administer the staff payroll operations	<u>n</u>	2	1	2	0	2	0	0	8	1	1	0
	<u>%</u>	12	6	12	0	12	0	0	47	6	6	0
30. Develop an employee recognition program	<u>n</u>	5	4	3	1	0	1	0	0	2	1	0
	<u>%</u>	29	23	18	6	0	6	0	0	12	6	0
Development												
31. Conduct staff development for instructional staff	<u>n</u>	2	6	1	1	0	2	0	1	4	0	0
	<u>%</u>	12	35	6	6	0	12	0	6	23	0	0
32. Conduct staff development for non-instructional staff	<u>n</u>	3	5	1	1	0	0	2	2	1	2	0
	<u>%</u>	17	29	6	6	0	0	12	12	6	12	0
Justice												
33. Administer unemployment compensation claims	<u>n</u>	2	2	2	0	5	0	0	6	0	0	0
	<u>%</u>	12	12	12	0	29	0	0	35	0	0	0

(table continues)

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>
34. Administer workers' compensation claims	<u>n</u>	2	2	2	0	4	0	0	7	0	0	0
	<u>%</u>	12	12	12	0	23	0	0	41	0	0	0
35. Provide personal counseling for employees	<u>n</u>	5	3	3	0	0	1	0	1	1	2	1
	<u>%</u>	29	18	18	0	0	6	0	6	6	11	6
36. Supervise the handling of EEOC complaints for the division	<u>n</u>	6	4	2	0	0	1	1	2	1	0	0
	<u>%</u>	35	23	12	0	0	6	6	12	6	0	0
37. Review and mediate employer grievances	<u>n</u>	4	7	3	1	0	1	1	0	0	0	0
	<u>%</u>	23	41	18	6	0	6	6	0	0	0	0
38. Develop/implement disciplinary procedures	<u>n</u>	5	7	1	1	0	2	1	0	0	0	0
	<u>%</u>	29	41	6	6	0	12	6	0	0	0	0
Continuity												
39. Develop job descriptions	<u>n</u>	5	6	3	0	0	1	0	0	2	0	0
	<u>%</u>	29	35	18	0	0	6	0	0	12	0	0
40. Administer tuition assistance programs	<u>n</u>	3	6	3	0	1	0	0	0	1	1	2
	<u>%</u>	18	35	18	0	6	0	0	0	6	6	11
41. Administer the employee retirement program	<u>n</u>	3	2	2	0	3	0	0	6	1	0	0
	<u>%</u>	18	12	12	0	17	0	0	35	6	0	0
42. Coordinate employee assistance program (EAP)	<u>n</u>	5	4	3	0	0	0	0	0	1	1	3
	<u>%</u>	29	24	18	0	0	0	0	0	6	6	17

(table continues)

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>
43. Supervise the division leave program	<u>n</u>	7	5	1	0	0	0	0	2	1	1	0
	<u>%</u>	41	29	6	0	0	0	0	12	6	6	0
44. Conduct exit interviews	<u>n</u>	5	7	3	0	0	1	0	0	1	0	0
	<u>%</u>	29	41	18	0	0	6	0	0	6	0	0
45. Administer guidelines for reduction-in-force	<u>n</u>	5	5	3	0	0	1	0	1	1	1	0
	<u>%</u>	29	29	18	0	0	6	0	6	6	6	0
46. Administer programs to decrease staff absenteeism	<u>n</u>	4	5	3	1	0	1	0	0	1	0	2
	<u>%</u>	24	29	18	6	0	6	0	0	6	0	11
47. Supervise employee wellness programs	<u>n</u>	4	4	2	0	0	1	0	0	1	2	3
	<u>%</u>	24	24	11	0	0	6	0	0	6	11	18
Information												
48. Maintain personnel records	<u>n</u>	2	3	3	0	6	1	0	1	0	1	0
	<u>%</u>	11	18	18	0	35	6	0	6	0	6	0
49. Complete federal/state/local reports pertaining to personnel	<u>n</u>	3	5	3	0	2	1	0	2	0	1	0
	<u>%</u>	18	29	18	0	11	6	0	12	0	6	0
50. Provide data as requested by superintendent and school board	<u>n</u>	5	6	3	0	0	2	0	1	0	0	0
	<u>%</u>	29	35	18	0	0	12	0	6	0	0	0

(table continues)

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>
51. Prepare the personnel-related information to the school board	<u>n</u>	5	6	3	0	0	2	0	0	1	0	0
	<u>%</u>	29	35	18	0	0	12	0	0	6	0	0
52. Develop an employee handbook	<u>n</u>	2	6	5	1	0	0	0	0	1	1	1
	<u>%</u>	12	35	29	6	0	0	0	0	6	6	6
53. Publish an employee newsletter	<u>n</u>	4	7	3	0	0	0	0	0	1	0	2
	<u>%</u>	24	41	18	0	0	0	0	0	6	0	11

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.