

### Job Responsibilities by Educational Level

The educational level of the superintendent or person delegated primary responsibilities for performing the job responsibilities was identified according to the highest degree currently held. Respondents are described by the percentage in each position for the corresponding job responsibility. No respondents marked the bachelors' degree or less category, therefore, no table is shown. The master's degree was the next category followed by master's plus hours and the doctorate. The certificate of advance studies (CAS) degree was the final category represented. Data on the number and percentage of respondents in specific positions with a certain degree in the divisions are in Tables 13-16.

Nine (15%) respondents held at least the master's degree. Five (55.6%) of the nine were personnel directors. Of the 53 items on the questionnaire, personnel directors, assumed responsibility 37 (69.8%) of the job responsibilities in forty percent or more of the school divisions.

In the masters plus hours category, the largest group of respondents were assistant superintendents . Thirty-five percent or more of the 11 assistant superintendents performed six of the job responsibilities. Among these job responsibilities were: developing specific guidelines for supervisors related to the division's affirmative action plan (38%), posting job openings (35%), developing job descriptions (35%), coordinating employee assistance programs (35%), and conducting exit interviews (35%). Superintendents represented seven (24.1%) of the