

Table 13

Number and Percentage of Respondents in Specific Positions with a Masters Degree Performing the Personnel Function, n = 9

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>	3	1	4	0	0	0	0	0	1	0	0
	<u>%</u>	33	11	45	0	0	0	0	0	11	0	0
2. Develop specific guidelines for supervisors related to division's affirmative action plan	<u>n</u>	1	1	4	0	0	0	1	1	1	0	0
	<u>%</u>	11	11	45	0	0	0	11	11	11	0	0
3. Oversee student enrollment projections	<u>n</u>	0	1	4	0	1	0	0	2	1	0	0
	<u>%</u>	0	11	45	0	11	0	0	22	11	0	0
4. Develop forecasts of staffing needs	<u>n</u>	0	1	4	1	0	1	0	1	1	0	0
	<u>%</u>	0	11	45	11	0	11	0	11	11	0	0
5. Develop the personnel budget	<u>n</u>	0	2	4	0	0	0	0	1	1	0	1
	<u>%</u>	0	22	45	0	0	0	0	11	11	0	11
Recruitment												
6. Post job openings	<u>n</u>	0	1	4	0	2	0	1	0	1	0	0
	<u>%</u>	0	11	45	0	22	0	11	0	11	0	0
7. Conduct recruitment activities for all positions	<u>n</u>	0	1	5	0	0	0	1	1	1	0	0
	<u>%</u>	0	11	56	0	0	0	11	11	11	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	<u>n</u>	0	1	4	0	0	0	1	0	1	0	2
testing	<u>%</u>	0	11	45	0	0	0	11	0	11	0	22
9. Conduct background checks for	<u>n</u>	0	1	5	0	2	0	0	0	1	0	0
professional staff	<u>%</u>	0	11	56	0	22	0	0	0	11	0	0
10. Conduct background checks	<u>n</u>	0	1	5	0	2	0	0	0	1	0	0
for nonprofessional staff	<u>%</u>	0	11	56	0	22	0	0	0	11	0	0
11. Interview candidates for	<u>n</u>	0	1	3	4	0	0	0	0	1	0	0
instructional positions	<u>%</u>	0	11	33	45	0	0	0	0	11	0	0
12. Interview candidates for	<u>n</u>	4	1	3	0	0	0	0	0	1	0	0
administrative positions	<u>%</u>	45	11	33	0	0	0	0	0	11	0	0
13. Interview candidates for	<u>n</u>	0	1	3	2	0	0	1	1	1	0	0
support staff positions	<u>%</u>	0	11	34	22	0	0	11	11	11	0	0
14. Review applications for	<u>n</u>	0	1	5	1	0	0	1	0	1	0	0
instructional positions	<u>%</u>	0	11	56	11	0	0	11	0	11	0	0
15. Review applications for	<u>n</u>	3	1	4	0	0	0	0	0	1	0	0
administrative positions	<u>%</u>	33	11	45	0	0	0	0	0	11	0	0
16. Review applications for	<u>n</u>	0	1	5	0	0	0	2	0	1	0	0
support staff positions	<u>%</u>	0	11	56	0	0	0	22	0	11	0	0
17. Screen applicants for the	<u>n</u>	0	1	5	0	1	0	1	0	1	0	0
position of substitute teacher	<u>%</u>	0	11	56	0	11	0	11	0	11	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	<u>n</u>	0	1	3	0	3	0	1	0	1	0	0
teacher	<u>%</u>	0	11	34	0	33	0	11	0	11	0	0
19. Inform new employees about	<u>n</u>	0	1	5	0	2	0	0	0	1	0	0
employee benefits	<u>%</u>	0	11	56	0	22	0	0	0	11	0	0
20. Conduct new employee	<u>n</u>	0	1	3	1	0	1	2	0	1	0	0
orientation and induction	<u>%</u>	0	11	34	11	0	11	22	0	11	0	0
programs												
21. Administer procedures for	<u>n</u>	1	1	4	0	0	0	1	1	1	0	0
internal promotions/transfers	<u>%</u>	11	11	45	0	0	0	11	11	11	0	0
22. Oversee contract management	<u>n</u>	0	2	4	0	1	0	1	0	1	0	0
and contract terms	<u>%</u>	0	22	45	0	11	0	11	0	11	0	0
23. Provide contract notices to	<u>n</u>	0	1	2	0	4	0	1	0	1	0	0
employees	<u>%</u>	0	11	22	0	45	0	11	0	11	0	0
Appraisal												
24. Develop guidelines and	<u>n</u>	0	2	5	0	0	0	1	0	1	0	0
procedures for staff	<u>%</u>	0	22	56	0	0	0	11	0	11	0	0
evaluation												
Compensation												
25. Acts as the supervising office	<u>n</u>	0	1	1	1	4	0	0	0	1	1	0
for substitute teachers in	<u>%</u>	0	11	11	11	45	0	0	0	11	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>	0	1	4	0	1	0	1	1	1	0	0
	<u>%</u>	0	11	45	0	11	0	11	11	11	0	0
27. Conduct job analyses/salary studies	<u>n</u>	0	2	3	0	0	0	1	2	1	0	0
	<u>%</u>	0	22	34	0	0	0	11	22	11	0	0
28. Develop salary schedules	<u>n</u>	1	2	3	0	0	0	1	1	1	0	0
	<u>%</u>	11	22	34	0	0	0	11	11	11	0	0
29. Administer the staff payroll operations	<u>n</u>	0	1	4	0	2	0	1	0	1	0	0
	<u>%</u>	0	11	45	0	22	0	11	0	11	0	0
30. Develop an employee recognition program	<u>n</u>	0	1	4	1	0	0	0	0	1	0	2
	<u>%</u>	0	11	45	11	0	0	0	0	11	0	2
Development												
31. Conduct staff development for instructional staff	<u>n</u>	0	0	4	0	1	0	1	1	2	0	0
	<u>%</u>	0	0	45	0	11	0	11	11	22	0	0
32. Conduct staff development for non-instructional staff	<u>n</u>	0	1	4	0	1	0	1	0	1	1	0
	<u>%</u>	0	11	45	0	11	0	11	0	11	11	0
Justice												
33. Administer unemployment compensation claims	<u>n</u>	0	1	4	0	2	0	1	0	1	0	0
	<u>%</u>	0	11	45	0	22	0	11	0	11	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>	0	1	4	0	1	0	1	1	1	0	0
	<u>%</u>	0	11	45	0	11	0	11	11	11	0	0
35. Provide personal counseling for employees	<u>n</u>	0	1	5	0	0	0	1	1	1	0	0
	<u>%</u>	0	11	56	0	0	0	11	11	11	0	0
36. Supervise the handling of EEOC complaints for the division	<u>n</u>	1	2	4	0	0	0	1	0	1	0	0
	<u>%</u>	11	22	45	0	0	0	11	0	11	0	0
37. Review and mediate employer grievances	<u>n</u>	0	2	3	1	0	0	1	0	1	1	0
	<u>%</u>	0	22	34	11	0	0	11	0	11	11	0
38. Develop/implement disciplinary procedures	<u>n</u>	2	1	4	0	0	1	0	1	0	0	0
	<u>%</u>	22	11	45	0	0	11	0	11	0	0	0
Continuity												
39. Develop job descriptions	<u>n</u>	0	1	4	1	0	0	1	1	1	0	0
	<u>%</u>	0	11	45	11	0	0	11	11	11	0	0
40. Administer tuition assistance programs	<u>n</u>	0	1	4	0	1	0	1	1	1	0	0
	<u>%</u>	0	11	45	0	11	0	11	11	11	0	0
41. Administer the employee retirement program	<u>n</u>	0	1	4	0	0	0	1	1	1	1	0
	<u>%</u>	0	11	45	0	0	0	11	11	11	11	0
42. Coordinate employee assistance program (EAP)	<u>n</u>	0	2	4	0	0	0	1	1	1	0	0
	<u>%</u>	0	22	45	0	0	0	11	11	11	0	0

(table continues)

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43. Supervise the division leave program	<u>n</u>	0	1	3	0	1	0	1	2	1	0	0
	<u>%</u>	0	11	34	0	11	0	11	22	11	0	0
44. Conduct exit interviews	<u>n</u>	0	2	3	1	1	0	1	0	1	0	0
	<u>%</u>	0	22	34	11	11	0	11	0	11	0	0
45. Administer guidelines for reduction-in-force	<u>n</u>	3	1	3	0	0	0	1	0	1	0	0
	<u>%</u>	34	11	33	0	0	0	11	0	11	0	0
46. Administer programs to decrease staff absenteeism	<u>n</u>	0	1	4	2	0	0	1	0	1	0	0
	<u>%</u>	0	11	45	22	0	0	11	0	11	0	0
47. Supervise employee wellness programs	<u>n</u>	0	1	3	1	0	1	1	0	1	1	0
	<u>%</u>	0	11	34	11	0	11	11	0	11	11	0
Information												
48. Maintain personnel records	<u>n</u>	0	1	3	0	3	0	1	0	1	0	0
	<u>%</u>	0	11	34	0	33	0	11	0	11	0	0
49. Complete federal/state/local reports pertaining to personnel	<u>n</u>	0	1	3	0	3	0	1	0	1	0	0
	<u>%</u>	0	11	34	0	33	0	11	0	11	0	0
50. Provide data as requested by superintendent and school board	<u>n</u>	0	1	5	0	2	0	0	0	1	0	0
	<u>%</u>	0	11	56	0	22	0	0	0	11	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-	<u>n</u>	0	2	5	0	0	0	1	0	1	0	0
related information to the	<u>%</u>	0	22	56	0	0	0	11	0	11	0	0
school board												
52. Develop an employee	<u>n</u>	0	2	5	0	0	0	1	0	1	0	0
handbook	<u>%</u>	0	22	56	0	0	0	11	0	11	0	0
53. Publish an employee	<u>n</u>	0	1	5	0	0	0	1	0	1	0	1
newsletter	<u>%</u>	0	11	56	0	0	0	11	0	11	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.

Table 14

Number and Percentage of Respondents in Specific Positions with a Master's Degree Plus Hours Performing the Personnel Function, n = 29

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>	10	9	3	0	0	4	0	2	1	0	0
	<u>%</u>	35	31	10	0	0	14	0	7	3	0	0
2. Develop specific guidelines for supervisors related to division's affirmative action plan	<u>n</u>	8	11	5	0	0	1	1	1	2	0	0
	<u>%</u>	28	38	18	0	0	3	3	3	7	0	0
3. Oversee student enrollment projections	<u>n</u>	7	6	3	3	0	2	2	4	1	1	0
	<u>%</u>	25	21	10	10	0	7	7	14	3	3	0
4. Develop forecasts of staffing needs	<u>n</u>	8	7	3	4	0	3	0	2	2	0	0
	<u>%</u>	28	24	10	14	0	10	0	7	7	0	0
5. Develop the personnel budget	<u>n</u>	11	7	5	0	0	1	0	4	1	0	0
	<u>%</u>	38	24	18	0	0	3	0	14	3	0	0
Recruitment												
6. Post job openings	<u>n</u>	4	10	6	0	2	1	0	3	2	1	0
	<u>%</u>	14	35	21	0	7	3	0	10	7	3	0
7. Conduct recruitment activities for all positions	<u>n</u>	4	8	6	0	0	2	2	3	2	2	0
	<u>%</u>	14	27	21	0	0	7	7	10	7	7	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>	6	9	6	0	1	0	0	2	2	2	1
	<u>%</u>	21	31	21	0	3	0	0	7	7	7	3
9. Conduct background checks for professional staff	<u>n</u>	4	5	4	1	8	2	0	1	2	2	0
	<u>%</u>	14	17	14	3	28	7	0	3	7	7	0
10. Conduct background checks for nonprofessional staff	<u>n</u>	4	5	4	1	8	3	0	1	2	1	0
	<u>%</u>	14	18	14	3	28	10	0	3	7	3	0
11. Interview candidates for instructional positions	<u>n</u>	4	6	4	6	0	2	0	2	2	3	0
	<u>%</u>	14	21	14	21	0	7	0	7	6	10	0
12. Interview candidates for administrative positions	<u>n</u>	7	6	4	0	0	5	0	1	2	4	0
	<u>%</u>	24	21	14	0	0	17	0	3	7	14	0
13. Interview candidates for support staff positions	<u>n</u>	5	6	4	6	0	3	0	1	1	3	0
	<u>%</u>	18	21	14	21	0	10	0	3	3	10	0
14. Review applications for instructional positions	<u>n</u>	5	9	5	3	0	1	0	3	2	1	0
	<u>%</u>	18	31	18	10	0	3	0	10	7	3	0
15. Review applications for administrative positions	<u>n</u>	6	10	5	0	0	2	0	1	2	3	0
	<u>%</u>	21	35	17	0	0	7	0	3	7	10	0
16. Review applications for support staff positions	<u>n</u>	5	8	5	4	0	2	0	3	1	1	0
	<u>%</u>	18	28	17	14	0	7	0	10	3	3	0
17. Screen applicants for the position of substitute teacher	<u>n</u>	5	9	5	1	1	1	0	4	2	1	0
	<u>%</u>	18	31	17	3	3	3	0	14	7	3	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 the list of substitute teacher	<u>n</u>	4	5	5	1	8	1	0	1	1	3	0
	<u>%</u>	14	18	18	3	28	3	0	3	3	10	0
19. Inform new employees about employee benefits	<u>n</u>	5	6	4	0	3	0	0	8	2	1	0
	<u>%</u>	17	21	14	0	10	0	0	28	7	3	0
20. Conduct new employee orientation and induction programs	<u>n</u>	4	6	5	1	0	3	1	1	3	5	0
	<u>%</u>	14	21	18	3	0	10	3	3	10	18	0
21. Administer procedures for internal promotions/transfers	<u>n</u>	8	7	5	1	0	3	0	2	2	1	0
	<u>%</u>	28	24	18	3	0	10	0	7	7	3	0
22. Oversee contract management and contract terms	<u>n</u>	6	5	5	0	2	2	0	5	1	3	0
	<u>%</u>	21	17	17	0	7	7	0	18	3	10	0
23. Provide contract notices to employees	<u>n</u>	6	3	4	0	7	1	0	4	2	2	0
	<u>%</u>	21	10	14	0	24	3	0	14	7	7	0
Appraisal												
24. Develop guidelines and procedures for staff evaluation	<u>n</u>	4	5	4	2	0	7	1	0	2	3	1
	<u>%</u>	14	18	14	7	0	24	3	0	7	10	3
Compensation												
25. Acts as the supervising office for substitute teachers in	<u>n</u>	3	3	3	0	5	4	1	7	2	1	0
	<u>%</u>	10	10	10	0	18	14	3	24	7	3	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	4	4	0	6	1	0	7	1	3	0
	<u>%</u>	10	14	14	0	21	3	0	25	3	10	0
27. Conduct job analyses/salary studies	<u>n</u>	8	5	5	0	0	2	0	5	1	3	0
	<u>%</u>	27	18	18	0	0	6	0	18	3	10	0
28. Develop salary schedules	<u>n</u>	9	4	4	0	0	2	0	5	1	4	0
	<u>%</u>	31	14	14	0	0	7	0	17	3	14	0
29. Administer the staff payroll operations	<u>n</u>	3	5	2	0	4	1	0	9	2	3	0
	<u>%</u>	10	18	7	0	14	3	0	31	7	10	0
30. Supervise employee recognition program	<u>n</u>	4	6	5	2	0	3	2	1	2	4	0
	<u>%</u>	14	21	17	7	0	10	7	3	7	14	0
Development												
31. Conduct staff development for instructional staff	<u>n</u>	4	5	4	0	0	4	1	4	3	4	0
	<u>%</u>	14	17	14	0	0	14	3	14	10	14	0
32. Conduct staff development for non-instructional staff	<u>n</u>	3	3	4	4	0	2	3	3	2	5	0
	<u>%</u>	10	10	14	14	0	7	10	10	7	18	0
Justice												
33. Administer unemployment compensation claims	<u>n</u>	3	6	3	0	8	1	0	6	1	1	0
	<u>%</u>	11	21	11	0	27	3	0	21	3	3	0

(table continues)

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34. Administer workers' compensation claims	<u>n</u>	3	5	3	0	7	1	0	7	1	1	0
	<u>%</u>	10	18	10	0	25	4	0	25	4	4	0
35. Provide personal counseling for employees	<u>n</u>	7	6	5	1	0	2	0	2	2	4	0
	<u>%</u>	24	21	17	3	0	7	0	7	7	14	0
36. Supervise the handling of EEOC complaints for the division	<u>n</u>	9	7	6	0	0	1	1	2	2	1	0
	<u>%</u>	31	24	21	0	0	3	3	7	7	3	0
37. Review and mediate employer grievances	<u>n</u>	11	6	6	0	0	2	1	1	1	1	0
	<u>%</u>	38	21	21	0	0	7	3	3	3	3	0
38. Develop/implement disciplinary procedures	<u>n</u>	10	5	3	1	0	5	1	1	1	2	0
	<u>%</u>	35	18	10	3	0	18	3	3	3	7	0
Continuity												
39. Develop job descriptions	<u>n</u>	6	10	5	1	0	1	0	1	2	2	1
	<u>%</u>	21	35	18	3	0	3	0	3	7	7	3
40. Administer tuition assistance programs	<u>n</u>	4	9	5	0	2	1	0	1	4	1	2
	<u>%</u>	14	31	18	0	7	3	0	3	14	3	7
41. Administer the employee retirement program	<u>n</u>	4	4	3	0	6	0	0	8	2	2	0
	<u>%</u>	14	14	10	0	21	0	0	27	7	7	0
42. Coordinate employee assistance program (EAP)	<u>n</u>	5	10	5	0	1	0	0	0	4	2	2
	<u>%</u>	17	35	17	0	3	0	0	0	14	7	7

(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	<u>n</u>	10	4	4	0	3	0	0	4	2	2	0
program	<u>%</u>	34	14	14	0	10	0	0	14	7	7	0
44. Conduct exit interviews	<u>n</u>	6	10	5	0	0	0	0	2	2	3	1
	<u>%</u>	21	35	17	0	0	0	0	7	7	10	3
45. Administer guidelines for	<u>n</u>	9	7	7	1	0	0	0	1	2	1	1
reduction-in-force	<u>%</u>	31	25	25	3	0	0	0	3	7	3	3
46. Administer programs to	<u>n</u>	6	8	5	1	0	2	0	1	2	2	2
decrease staff absenteeism	<u>%</u>	21	28	17	3	0	7	0	3	7	7	7
47. Supervise employee wellness	<u>n</u>	5	7	4	1	1	0	1	0	2	6	2
programs	<u>%</u>	18	24	14	3	3	0	3	0	7	21	7
Information												
48. Maintain personnel records	<u>n</u>	4	3	5	0	10	0	0	4	1	2	0
	<u>%</u>	14	10	17	0	35	0	0	14	3	7	0
49. Complete federal/state/local	<u>n</u>	4	5	5	0	5	2	0	4	1	3	0
reports pertaining to	<u>%</u>	14	18	17	0	17	7	0	14	3	10	0
personnel												
50. Provide data as requested by	<u>n</u>	7	7	6	0	0	2	1	3	1	2	0
superintendent and school	<u>%</u>	24	24	21	0	0	7	3	11	3	7	0
board												

(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>	7	8	5	0	1	0	0	3	2	3	0
	<u>%</u>	24	28	18	0	3	0	0	10	7	10	0
52. Develop an employee handbook	<u>n</u>	4	5	6	2	1	1	1	1	2	5	1
	<u>%</u>	14	18	21	7	3	3	3	3	7	18	3
53. Publish an employee newsletter	<u>n</u>	6	9	5	1	0	2	0	1	2	1	2
	<u>%</u>	21	31	18	3	0	7	0	3	7	3	7

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 15

Number and Percentage of Respondents in Specific Positions with a Doctorate Degree Performing the Personnel Function, n = 16

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>	9	4	0	0	0	2	0	0	1	0	0
	<u>%</u>	56	25	0	0	0	13	0	0	6	0	0
2. Develop specific guidelines for supervisors related to division's affirmative action plan	<u>n</u>	8	4	3	0	0	1	0	0	0	0	0
	<u>%</u>	50	25	19	0	0	6	0	0	0	0	0
3. Oversee student enrollment projections	<u>n</u>	10	4	1	0	0	1	0	0	0	0	0
	<u>%</u>	63	25	6	0	0	6	0	0	0	0	0
4. Develop forecasts of staffing needs	<u>n</u>	8	4	1	1	0	1	0	1	0	0	0
	<u>%</u>	50	25	6	6	0	6	0	6	0	0	0
5. Develop the personnel budget	<u>n</u>	7	5	1	1	0	0	0	2	0	0	0
	<u>%</u>	44	31	6	6	0	0	0	13	0	0	0
Recruitment												
6. Post job openings	<u>n</u>	7	4	3	0	0	1	1	0	0	0	0
	<u>%</u>	44	25	19	0	0	6	6	0	0	0	0
7. Conduct recruitment activities for all positions	<u>n</u>	6	4	3	0	0	0	1	0	1	1	0
	<u>%</u>	38	25	19	0	0	0	6	0	6	6	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	4	2	0	0	0	0	0	0	0	1
	<u>%</u>	56	25	13	0	0	0	0	0	0	0	6
9. Conduct background checks for professional staff	<u>n</u>	6	3	1	0	5	0	0	1	0	0	0
	<u>%</u>	38	19	6	0	31	0	0	6	0	0	0
10. Conduct background checks for nonprofessional staff	<u>n</u>	6	3	1	0	5	0	0	1	0	0	0
	<u>%</u>	38	19	6	0	31	0	0	6	0	0	0
11. Interview candidates for instructional positions	<u>n</u>	7	4	1	1	0	1	1	0	0	1	0
	<u>%</u>	44	25	6	6	0	6	6	0	0	6	0
12. Interview candidates for administrative positions	<u>n</u>	7	6	0	0	0	1	1	0	0	1	0
	<u>%</u>	44	38	0	0	0	6	6	0	0	6	0
13. Interview candidates for support staff positions	<u>n</u>	7	4	0	1	0	1	1	1	0	1	0
	<u>%</u>	44	25	0	6	0	6	6	6	0	6	0
14. Review applications for instructional positions	<u>n</u>	6	4	2	1	0	2	1	0	0	0	0
	<u>%</u>	37	25	13	6	0	13	6	0	0	0	0
15. Review applications for administrative positions	<u>n</u>	7	6	0	0	0	1	1	1	0	0	0
	<u>%</u>	44	38	0	0	0	6	6	6	0	0	0
16. Review applications for support staff positions	<u>n</u>	5	5	1	1	0	2	1	1	0	0	0
	<u>%</u>	32	32	6	6	0	12	6	6	0	0	0
17. Screen applicants for the position of substitute teacher	<u>n</u>	7	3	2	1	1	1	0	1	0	0	0
	<u>%</u>	44	19	13	6	6	6	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>
Induction												
18. Maintain a list of substitute teacher	<u>n</u>	6	3	2	0	3	1	0	1	0	0	0
	<u>%</u>	38	19	12	0	19	6	0	6	0	0	0
19. Inform new employees about employee benefits	<u>n</u>	6	3	3	0	1	1	2	0	0	0	0
	<u>%</u>	38	19	19	0	6	6	12	0	0	0	0
20. Conduct new employee orientation and induction programs	<u>n</u>	6	2	2	0	1	1	1	2	1	0	0
	<u>%</u>	38	13	13	0	6	6	6	12	6	0	0
21. Administer procedures for internal promotions/transfers	<u>n</u>	10	5	1	0	0	0	0	0	0	0	0
	<u>%</u>	63	31	6	0	0	0	0	0	0	0	0
22. Oversee contract management and contract terms	<u>n</u>	7	5	1	0	0	1	1	1	0	0	0
	<u>%</u>	44	32	6	0	0	6	6	6	0	0	0
23. Provide contract notices to employees	<u>n</u>	7	3	2	0	2	0	0	2	0	0	0
	<u>%</u>	43	18	13	0	13	0	0	13	0	0	0
Appraisal												
24. Develop guidelines and procedures for staff evaluation	<u>n</u>	5	7	1	1	0	2	0	0	0	0	0
	<u>%</u>	31	44	6	6	0	13	0	0	0	0	0
Compensation												
25. Acts as the supervising office for substitute teachers in	<u>n</u>	7	1	1	1	0	0	0	5	0	1	0
	<u>%</u>	44	6	6	6	0	0	0	32	0	6	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>	9	1	0	0	1	0	0	4	0	1	0
	<u>%</u>	57	6	0	0	6	0	0	25	0	6	0
27. Conduct job analyses/salary studies	<u>n</u>	8	4	1	0	0	0	0	3	0	0	0
	<u>%</u>	50	25	6	0	0	0	0	19	0	0	0
28. Develop salary schedules	<u>n</u>	8	4	0	0	0	1	0	3	0	0	0
	<u>%</u>	50	25	0	0	0	6	0	19	0	0	0
29. Administer the staff payroll operations	<u>n</u>	5	3	1	0	1	0	0	5	0	1	0
	<u>%</u>	31	19	6	0	6	0	0	31	0	6	0
30. Develop an employee recognition program	<u>n</u>	8	3	1	0	0	1	1	1	0	0	1
	<u>%</u>	50	19	6	0	0	6	6	6	0	0	6
Development												
31. Conduct staff development for instructional staff	<u>n</u>	6	6	1	1	0	1	1	0	0	0	0
	<u>%</u>	38	38	6	6	0	6	6	0	0	0	0
32. Conduct staff development for non-instructional staff	<u>n</u>	7	5	1	0	0	1	2	0	0	0	0
	<u>%</u>	44	31	6	0	0	6	13	0	0	0	0
Justice												
33. Administer unemployment compensation claims	<u>n</u>	6	2	1	0	2	1	0	4	0	0	0
	<u>%</u>	38	12	6	0	13	6	0	25	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>	7	2	1	0	2	1	0	3	0	0	0
	<u>%</u>	43	13	6	0	13	6	0	19	0	0	0
35. Provide personal counseling for employees	<u>n</u>	8	3	1	0	0	2	1	0	0	0	1
	<u>%</u>	50	19	6	0	0	13	6	0	0	0	6
36. Supervise the handling of EEOC complaints for the division	<u>n</u>	8	3	1	0	0	2	0	2	0	0	0
	<u>%</u>	50	18	6	0	0	13	0	13	0	0	0
37. Review and mediate employer grievances	<u>n</u>	9	5	1	0	0	1	0	0	0	0	0
	<u>%</u>	57	31	6	0	0	6	0	0	0	0	0
38. Develop/implement disciplinary procedures	<u>n</u>	8	3	1	1	0	3	0	0	0	0	0
	<u>%</u>	50	19	6	6	0	19	0	0	0	0	0
Continuity												
39. Develop job descriptions	<u>n</u>	7	5	1	0	0	3	0	0	0	0	0
	<u>%</u>	44	31	6	0	0	19	0	0	0	0	0
40. Administer tuition assistance programs	<u>n</u>	9	4	0	0	1	0	0	0	1	1	0
	<u>%</u>	57	25	0	0	6	0	0	0	6	6	0
41. Administer the employee retirement program	<u>n</u>	8	3	1	0	0	0	0	4	0	0	0
	<u>%</u>	50	19	6	0	0	0	0	25	0	0	0
42. Coordinate employee assistance program (EAP)	<u>n</u>	10	3	1	0	0	1	0	0	0	0	1
	<u>%</u>	63	19	6	0	0	6	0	0	0	0	6

(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>	10	3	1	0	0	1	0	1	0	0	0
	<u>%</u>	63	19	6	0	0	6	0	6	0	0	0
44. Conduct exit interviews	<u>n</u>	8	5	1	0	0	2	0	0	0	0	0
	<u>%</u>	50	31	6	0	0	13	0	0	0	0	0
45. Administer guidelines for reduction-in-force	<u>n</u>	9	4	2	0	0	1	0	0	0	0	0
	<u>%</u>	56	25	13	0	0	6	0	0	0	0	0
46. Administer programs to decrease staff absenteeism	<u>n</u>	8	3	1	0	0	3	0	0	0	0	1
	<u>%</u>	50	19	6	0	0	19	0	0	0	0	6
47. Supervise employee wellness programs	<u>n</u>	8	3	1	0	0	2	0	0	0	0	2
	<u>%</u>	50	19	6	0	0	13	0	0	0	0	12
Information												
48. Maintain personnel records	<u>n</u>	6	3	1	0	4	1	1	0	0	0	0
	<u>%</u>	38	19	6	0	25	6	6	0	0	0	0
49. Complete federal/state/local reports pertaining to personnel	<u>n</u>	7	4	0	0	2	0	1	2	0	0	0
	<u>%</u>	43	25	0	0	13	0	6	13	0	0	0
50. Provide data as requested by superintendent and school board	<u>n</u>	7	4	1	0	1	2	1	0	0	0	0
	<u>%</u>	44	25	6	0	6	13	6	0	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-	<u>n</u>	7	4	1	0	2	1	1	0	0	0	0
related information to the	<u>%</u>	44	25	6	0	13	6	6	0	0	0	0
school board												
52. Develop an employee	<u>n</u>	5	4	2	1	2	0	1	1	0	0	0
handbook	<u>%</u>	31	25	13	6	13	0	6	6	0	0	0
53. Publish an employee	<u>n</u>	7	5	0	0	1	0	0	1	1	1	0
newsletter	<u>%</u>	44	32	0	0	6	0	0	6	6	6	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 16

Number and Percentage of Respondents in Specific Positions with a Certificate of Advanced Studies (CAS) Performing the PersonnelFunction, n = 6

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>	3	2	0	0	0	0	0	1	0	0	0
	<u>%</u>	50	33	0	0	0	0	0	17	0	0	0
2. Develop specific guidelines for supervisors related to division's affirmative action plan	<u>n</u>	1	4	0	0	0	0	0	1	0	0	0
	<u>%</u>	17	66	0	0	0	0	0	17	0	0	0
3. Oversee student enrollment projections	<u>n</u>	1	3	0	0	0	1	0	1	0	0	0
	<u>%</u>	17	50	0	0	0	17	0	16	0	0	0
4. Develop forecasts of staffing needs	<u>n</u>	1	3	0	0	0	0	0	2	0	0	0
	<u>%</u>	17	50	0	0	0	0	0	33	0	0	0
5. Develop the personnel budget	<u>n</u>	1	3	0	0	0	0	0	2	0	0	0
	<u>%</u>	17	50	0	0	0	0	0	33	0	0	0
Recruitment												
6. Post job openings	<u>n</u>	0	2	0	0	2	1	0	1	0	0	0
	<u>%</u>	0	33	0	0	33	17	0	17	0	0	0
7. Conduct recruitment activities for all positions	<u>n</u>	0	4	0	1	0	0	0	1	0	0	0
	<u>%</u>	0	66	0	17	0	0	0	17	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>
Selection												
8. Conduct pre-employment testing	<u>n</u>	0	5	0	0	0	0	0	1	0	0	0
	<u>%</u>	0	83	0	0	0	0	0	17	0	0	0
9. Conduct background checks for professional staff	<u>n</u>	0	3	0	0	2	0	0	1	0	0	0
	<u>%</u>	0	50	0	0	33	0	0	17	0	0	0
10. Conduct background checks for nonprofessional staff	<u>n</u>	0	3	0	0	2	0	0	1	0	0	0
	<u>%</u>	0	50	0	0	33	0	0	17	0	0	0
11. Interview candidates for instructional positions	<u>n</u>	0	2	0	3	0	0	0	1	0	0	0
	<u>%</u>	0	33	0	50	0	0	0	17	0	0	0
12. Interview candidates for administrative positions	<u>n</u>	2	3	0	0	0	0	0	1	0	0	0
	<u>%</u>	33	50	0	0	0	0	0	17	0	0	0
13. Interview candidates for support staff positions	<u>n</u>	0	2	0	2	0	0	0	2	0	0	0
	<u>%</u>	0	33	0	34	0	0	0	33	0	0	0
14. Review applications for instructional positions	<u>n</u>	0	2	0	1	0	2	0	1	0	0	0
	<u>%</u>	0	33	0	17	0	33	0	17	0	0	0
15. Review applications for administrative positions	<u>n</u>	1	4	0	0	0	0	0	1	0	0	0
	<u>%</u>	17	66	0	0	0	0	0	17	0	0	0
16. Review applications for support staff positions	<u>n</u>	0	3	0	1	0	0	0	2	0	0	0
	<u>%</u>	0	50	0	17	0	0	0	33	0	0	0
17. Screen applicants for the position of substitute teacher	<u>n</u>	0	2	0	1	0	0	0	1	1	1	0
	<u>%</u>	0	33	0	17	0	0	0	17	17	16	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>	0	1	0	1	1	0	0	1	1	1	0
	<u>%</u>	0	17	0	17	17	0	0	17	16	16	0
19. Inform new employees about employee benefits	<u>n</u>	0	2	0	0	1	0	0	3	0	0	0
	<u>%</u>	0	33	0	0	17	0	0	50	0	0	0
20. Conduct new employee orientation and induction programs	<u>n</u>	0	2	0	0	0	1	0	2	1	0	0
	<u>%</u>	0	33	0	0	0	17	0	33	17	0	0
21. Administer procedures for internal promotions/transfers	<u>n</u>	2	3	0	0	0	0	0	1	0	0	0
	<u>%</u>	33	50	0	0	0	0	0	17	0	0	0
22. Oversee contract management and contract terms	<u>n</u>	1	4	0	0	0	0	0	1	0	0	0
	<u>%</u>	17	66	0	0	0	0	0	17	0	0	0
23. Provide contract notices to employees	<u>n</u>	1	2	0	0	1	0	1	1	0	0	0
	<u>%</u>	17	33	0	0	17	0	17	16	0	0	0
Appraisal												
24. Develop guidelines and procedures for staff evaluation	<u>n</u>	0	3	1	0	0	1	0	1	0	0	0
	<u>%</u>	0	50	17	0	0	17	0	16	0	0	0
Compensation												
25. Acts as the supervising office for substitute teachers in	<u>n</u>	0	1	0	2	1	0	0	2	0	0	0
	<u>%</u>	0	17	0	33	17	0	0	33	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>
regard to accounting for hours and payment												
26. Administer the employee health insurance program	<u>n</u>	0	2	0	0	2	0	0	2	0	0	0
	<u>%</u>	0	34	0	0	33	0	0	33	0	0	0
27. Conduct job analyses/salary studies	<u>n</u>	1	3	0	0	0	0	0	2	0	0	0
	<u>%</u>	17	50	0	0	0	0	0	33	0	0	0
28. Develop salary schedules	<u>n</u>	1	2	0	0	0	0	0	3	0	0	0
	<u>%</u>	17	33	0	0	0	0	0	50	0	0	0
29. Administer the staff payroll operations	<u>n</u>	1	1	0	0	1	0	0	3	0	0	0
	<u>%</u>	17	17	0	0	16	0	0	50	0	0	0
30. Develop an employee recognition program	<u>n</u>	1	3	0	0	0	0	0	1	1	0	0
	<u>%</u>	17	50	0	0	0	0	0	17	16	0	0
Development												
31. Conduct staff development for instructional staff	<u>n</u>	0	1	0	0	0	2	0	1	2	0	0
	<u>%</u>	0	17	0	0	0	33	0	17	33	0	0
32. Conduct staff development for non-instructional staff	<u>n</u>	0	3	0	1	0	0	0	2	0	0	0
	<u>%</u>	0	50	0	17	0	0	0	33	0	0	0
Justice												
33. Administer unemployment compensation claims	<u>n</u>	0	1	0	0	2	1	0	2	0	0	0
	<u>%</u>	0	17	0	0	33	17	0	33	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>	0	1	0	0	2	1	0	2	0	0	0
	<u>%</u>	0	17	0	0	33	17	0	33	0	0	0
35. Provide personal counseling for employees	<u>n</u>	0	2	0	0	0	1	0	2	0	1	0
	<u>%</u>	0	33	0	0	0	17	0	33	0	17	0
36. Supervise the handling of EEOC complaints for the division	<u>n</u>	0	3	0	0	0	1	1	1	0	0	0
	<u>%</u>	0	50	0	0	0	17	17	16	0	0	0
37. Review and mediate employer grievances	<u>n</u>	0	4	0	0	0	1	0	1	0	0	0
	<u>%</u>	0	66	0	0	0	17	0	17	0	0	0
38. Develop/implement disciplinary procedures	<u>n</u>	0	5	0	0	0	0	0	1	0	0	0
	<u>%</u>	0	83	0	0	0	0	0	17	0	0	0
Continuity												
39. Develop job descriptions	<u>n</u>	1	3	0	0	0	0	0	1	1	0	0
	<u>%</u>	17	50	0	0	0	0	0	17	17	0	0
40. Administer tuition assistance programs	<u>n</u>	1	3	0	0	0	0	0	1	0	0	1
	<u>%</u>	17	50	0	0	0	0	0	17	0	0	16
41. Administer the employee retirement program	<u>n</u>	1	1	0	0	2	0	0	2	0	0	0
	<u>%</u>	17	17	0	0	33	0	0	33	0	0	0
42. Coordinate employee assistance program (EAP)	<u>n</u>	1	2	0	0	0	0	0	1	0	1	1
	<u>%</u>	17	33	0	0	0	0	0	17	0	17	16

(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>	1	3	0	0	0	0	0	2	0	0	0
	<u>%</u>	17	50	0	0	0	0	0	33	0	0	0
44. Conduct exit interviews	<u>n</u>	1	4	0	0	0	0	0	1	0	0	0
	<u>%</u>	17	66	0	0	0	0	0	17	0	0	0
45. Administer guidelines for reduction-in-force	<u>n</u>	1	3	0	0	0	0	0	2	0	0	0
	<u>%</u>	17	50	0	0	0	0	0	33	0	0	0
46. Administer programs to decrease staff absenteeism	<u>n</u>	1	3	0	1	0	0	0	1	0	0	0
	<u>%</u>	17	50	0	17	0	0	0	17	0	0	0
47. Supervise employee wellness programs	<u>n</u>	1	3	0	0	0	0	0	1	0	0	1
	<u>%</u>	17	50	0	0	0	0	0	17	0	0	16
Information												
48. Maintain personnel records	<u>n</u>	0	2	0	0	2	1	0	1	0	0	0
	<u>%</u>	0	33	0	0	33	17	0	17	0	0	0
49. Complete federal/state/local reports pertaining to personnel	<u>n</u>	0	3	0	0	2	0	0	1	0	0	0
	<u>%</u>	0	50	0	0	33	0	0	17	0	0	0
50. Provide data as requested by superintendent and school board	<u>n</u>	1	3	0	0	0	1	0	1	0	0	0
	<u>%</u>	17	50	0	0	0	17	0	16	0	0	0

(table continues)

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51. Prepare the personnel-	<u>n</u>	1	3	0	0	0	1	0	1	0	0	0
related information to the	<u>%</u>	17	50	0	0	0	17	0	16	0	0	0
school board												
52. Develop an employee	<u>n</u>	1	4	0	0	0	0	0	1	0	0	0
handbook	<u>%</u>	17	66	0	0	0	0	0	17	0	0	0
53. Publish an employee	<u>n</u>	1	3	0	0	0	0	0	1	0	0	1
newsletter	<u>%</u>	17	50	0	0	0	0	0	17	0	0	16

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.