

29 respondents. Thirty-five percent or more of the superintendents performed four of the job responsibilities: developing the personnel budget (38%), reviewing and mediating employee grievances (38%), establishing guidelines outlining the number and types of staff that a school or office may hire (35%), and developing disciplinary procedures (35%). The only other respondent group performing a job responsibility in thirty-five percent or more of the divisions was secretaries. They maintained personnel records (35%).

Twelve (75%) of the respondents were superintendents with doctoral degrees. Forty percent or more of the superintendents performed 40 (75%) of the 53 job responsibilities. No other respondents performed any of the other job responsibilities in 40 percent or more of the divisions.

Four (66.7%) of the six respondents with a certificate of advance studies (CAS) were assistant superintendents. The assistant superintendents performed 31 (58.4%) of the 53 job responsibilities in forty percent or more of the divisions. Three superintendents (50%) performed the job responsibility of establishing guidelines outlining the number and types of staff that a school or office may hire. Administrative support persons were the only other respondents to perform job responsibilities in forty percent or more of the divisions. The three job responsibilities were informing new employees about employee benefits (50%), developing salary schedules (50%), and administering the staff payroll operations (50%).

The results show that of those with master's degree personnel directors are the persons performing more of the job responsibilities. Of those with a master's plus hours or CAS assistant superintendents are the persons who perform more of the job responsibilities. Of those with a doctorate, the superintendents were the persons performing more of the job responsibilities. No superintendent indicated having only held a master's degree.