

there were as many as eight persons who actually performed the job responsibilities in the smallest school divisions.

In school divisions equal to or greater than 1, 001 students but equal to or less than 2,950 students, superintendents were responsible for 10 (18.9%) out of the 53 job responsibilities on the questionnaire in thirty percent or more of the school divisions. The job responsibilities from highest to lowest are: establishing guidelines outlining the number and types of staff that a school or office may hire (41%), administering procedures for internal promotions and transfers (36%), developing disciplinary procedures (36%), developing the personnel budget (33%), interviewing candidates for administrative positions (33%), reviewing and mediating employee grievances (33%), supervising the division leave program (33%), administering guidelines for reduction-in-force (33%), developing specific guidelines for supervisors related to the division's affirmative action plan (31%), and developing salary schedules (30%). Thirty percent or more of the assistant superintendents performed a greater percentage of the job responsibilities in divisions of middle size. The job responsibilities performed in these divisions are: conducting exit interviews (47%), reviewing applications for administrative positions (42%), developing specific guidelines for supervisors related to the division's affirmative action plan (39%), conducting pre-employment testing (38%), conducting recruitment activities for all positions (34%), posting job openings (33%), reviewing applications for support staff positions (33%), administering procedures for internal promotions and transfers (33%), reviewing and mediating employee grievances (33%), developing job descriptions (33%), coordinating employee assistance programs (33%), supervising employee wellness programs (33%), preparing personnel related information for the board (33%), publishing an employee newsletter (33%), developing an employee handbook (31%), developing the personnel budget (30%), reviewing applications for

instructional positions (30%), screening applications for the position of substitute teacher (30%), overseeing contract management and contract terms (30%), supervising the handling of EEOC complaints for the division (30%), and administering programs to decrease staff absenteeism (30%). In middle size, thirty percent or more of the secretaries were responsible for performing these job responsibilities: conducting background checks for professional staff (36%), conducting background checks for nonprofessional staff (36%), administering unemployment compensation claims (30%), and maintaining personnel records (36%). Assistant superintendents were responsible for a higher percentage of job responsibilities in the areas of planning, recruitment, selection, induction, justice, continuity, and information.

In school divisions equal to or greater than 2,951 students but equal to or less than 5,000 students, personnel directors were responsible for the personnel function. They were responsible for 10 (18.9%) out of the 53 job responsibilities in thirty-five percent or more of the divisions. Among these responsibilities were: conducting recruitment activities for all positions (42%), conducting pre-employment testing (42%), reviewing applications for instructional positions (42%), screening applications for the position of substitute teacher (42%), posting job openings (37%), reviewing applications for support staff positions (37%), informing new employees about employee benefits (37%), coordinating employee assistance programs (37%), administering programs to decrease staff absenteeism (37%), providing data as requested by the superintendent and school board (37%), and developing an employee handbook (37%). In divisions with the largest number of students, the only other position title performing job responsibilities in thirty percent or more of the divisions were secretaries in providing contract notices to employees (37%). In this case, the respondents likely viewed this job responsibility as a clerical operation for disseminating contracts.

In the smallest divisions, superintendents were responsible for the personnel function, assistant superintendents in middle size divisions, and personnel directors in the largest divisions. The results indicate the need for more a specialized position as divisions get larger in size. The superintendents also demonstrated less of a direct role in the administering of the personnel function as the division got larger.

### Summary

Chapter four described the findings of the data analyses of this study for identifying and describing the personnel responsibilities and preparation of the person designated with primary responsibility for the personnel function in small school divisions in the Commonwealth of Virginia. The results were presented in tables by number and percent to show the relationship of the job responsibilities to persons responsible.