

Table 17

Relationship between Division Size (< 1,000 Students) and Who Performs the Personnel Function, n = 8

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>	5	0	0	0	0	0	0	0	0	0	3
	<u>%</u>	62	0	0	0	0	0	0	0	0	0	38
2. Develop specific guidelines for supervisors related to division's affirmative action plan	<u>n</u>	5	0	0	0	0	0	0	0	0	0	3
	<u>%</u>	62	0	0	0	0	0	0	0	0	0	38
3. Oversee student enrollment projections	<u>n</u>	4	0	0	1	0	0	0	0	0	0	3
	<u>%</u>	50	0	0	12	0	0	0	0	0	0	38
4. Develop forecasts of staffing needs	<u>n</u>	4	0	0	1	0	0	0	0	0	0	3
	<u>%</u>	50	0	0	12	0	0	0	0	0	0	38
5. Develop the personnel budget	<u>n</u>	4	0	0	0	0	0	0	1	0	0	3
	<u>%</u>	50	0	0	0	0	0	0	12	0	0	38
Recruitment												
6. Post job openings	<u>n</u>	4	0	0	0	0	1	0	0	0	0	3
	<u>%</u>	50	0	0	0	0	12	0	0	0	0	38
7. Conduct recruitment activities for all positions	<u>n</u>	4	0	0	0	0	1	0	0	0	0	3
	<u>%</u>	50	0	0	0	0	20	0	0	0	0	38

(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>	5	0	0	0	0	0	0	0	0	0	3
	<u>%</u>	62	0	0	0	0	0	0	0	0	0	38
9. Conduct background checks for professional staff	<u>n</u>	4	0	0	0	0	1	0	0	0	0	3
	<u>%</u>	50	0	0	0	0	12	0	0	0	0	38
10. Conduct background checks for nonprofessional staff	<u>n</u>	4	0	0	0	0	1	0	0	0	0	3
	<u>%</u>	50	0	0	0	0	12	0	0	0	0	38
11. Interview candidates for instructional positions	<u>n</u>	5	0	0	0	0	0	0	0	0	0	3
	<u>%</u>	62	0	0	0	0	0	0	0	0	0	38
12. Interview candidates for administrative positions	<u>n</u>	5	0	0	0	0	0	0	0	0	0	3
	<u>%</u>	62	0	0	0	0	0	0	0	0	0	38
13. Interview candidates for support staff positions	<u>n</u>	5	0	0	0	0	0	0	0	0	0	3
	<u>%</u>	62	0	0	0	0	0	0	0	0	0	38
14. Review applications for instructional positions	<u>n</u>	5	0	0	0	0	0	0	0	0	0	3
	<u>%</u>	62	0	0	0	0	0	0	0	0	0	38
15. Review applications for administrative positions	<u>n</u>	5	0	0	0	0	0	0	0	0	0	3
	<u>%</u>	62	0	0	0	0	0	0	0	0	0	38
16. Review applications for support staff positions	<u>n</u>	5	0	0	0	0	0	0	0	0	0	3
	<u>%</u>	62	0	0	0	0	0	0	0	0	0	38
17. Screen applicants for the position of substitute teacher	<u>n</u>	4	0	0	1	0	0	0	0	0	0	3
	<u>%</u>	50	0	0	12	0	0	0	0	0	0	38

(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>	4	0	0	1	0	0	0	0	0	0	3
teacher	<u>%</u>	50	0	0	12	0	0	0	0	0	0	38
19. Inform new employees about	<u>n</u>	5	0	0	0	0	0	0	0	0	0	3
employee benefits	<u>%</u>	62	0	0	0	0	0	0	0	0	0	38
20. Conduct new employee	<u>n</u>	5	0	0	0	0	0	0	0	0	0	3
orientation and induction	<u>%</u>	62	0	0	0	0	0	0	0	0	0	38
programs												
21. Administer procedures for	<u>n</u>	5	0	0	0	0	0	0	0	0	0	3
internal promotions/transfers	<u>%</u>	62	0	0	0	0	0	0	0	0	0	38
22. Oversee contract management	<u>n</u>	4	0	0	0	0	0	0	1	0	0	3
and contract terms	<u>%</u>	50	0	0	0	0	0	0	12	0	0	38
23. Provide contract notices to	<u>n</u>	4	0	0	0	0	0	0	1	0	0	3
employees	<u>%</u>	50	0	0	0	0	0	0	12	0	0	38
Appraisal												
24. Develop guidelines and	<u>n</u>	2	1	1	1	0	1	0	1	0	0	1
procedures for staff	<u>%</u>	25	13	13	13	0	12	0	12	0	0	12
evaluation												
Compensation												
25. Act as the supervising office	<u>n</u>	3	0	0	1	0	1	1	1	1	0	0
for substitute teachers in	<u>%</u>	37	0	0	13	0	13	13	12	12	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>	3	1	0	0	0	0	0	2	1	1	0
	<u>%</u>	37	12	0	0	0	0	0	25	13	13	0
27. Conduct job analysis/salary studies	<u>n</u>	6	0	0	0	0	0	0	1	1	0	0
	<u>%</u>	75	0	0	0	0	0	0	13	12	0	0
28. Develop salary schedules	<u>n</u>	5	0	0	0	0	0	0	2	1	0	0
	<u>%</u>	63	0	0	0	0	0	0	25	12	0	0
29. Administer the staff payroll operations	<u>n</u>	4	0	0	0	0	0	0	2	1	1	0
	<u>%</u>	50	0	0	0	0	0	0	25	13	12	0
30. Develop an employee recognition program	<u>n</u>	6	0	0	1	0	0	0	0	1	0	0
	<u>%</u>	75	0	0	13	0	0	0	0	12	0	0
Development												
31. Conduct staff development for instructional staff	<u>n</u>	4	1	0	1	0	1	0	0	1	0	0
	<u>%</u>	50	13	0	13	0	12	0	0	12	0	0
32. Conduct staff development for non-instructional staff	<u>n</u>	4	1	0	1	0	0	0	0	1	0	1
	<u>%</u>	50	13	0	13	0	0	0	0	12	0	12
Justice												
33. Administer unemployment compensation claims	<u>n</u>	3	0	0	0	1	1	0	2	1	0	0
	<u>%</u>	37	0	0	0	13	13	0	25	12	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>	3	0	0	0	1	1	0	2	1	0	0
	<u>%</u>	37	0	0	0	13	13	0	25	12	0	0
35. Provide personal counseling for employees	<u>n</u>	6	0	0	0	0	1	0	0	1	0	0
	<u>%</u>	75	0	0	0	0	13	0	0	12	0	0
36. Supervise the handling of EEOC complaints for the division	<u>n</u>	5	0	0	0	0	1	0	1	1	0	0
	<u>%</u>	63	0	0	0	0	13	0	12	12	0	0
37. Review and mediate employer grievances	<u>n</u>	6	0	0	0	0	1	0	0	1	0	0
	<u>%</u>	75	0	0	0	0	13	0	0	12	0	0
38. Develop/implement disciplinary procedures	<u>n</u>	3	1	0	2	0	1	0	0	1	0	0
	<u>%</u>	37	13	0	25	0	13	0	0	12	0	0
Continuity												
39. Develop job descriptions	<u>n</u>	5	1	0	1	0	0	0	0	1	0	0
	<u>%</u>	63	13	0	12	0	0	0	0	12	0	0
40. Administer tuition assistance programs	<u>n</u>	4	1	0	0	1	0	0	0	1	0	1
	<u>%</u>	50	13	0	0	13	0	0	0	12	0	12
41. Administer the employee retirement program	<u>n</u>	4	0	0	0	1	0	0	2	1	0	0
	<u>%</u>	50	0	0	0	13	0	0	25	12	0	0
42. Coordinate employee assistance program (EAP)	<u>n</u>	6	0	0	0	1	0	0	0	1	0	0
	<u>%</u>	75	0	0	0	13	0	0	0	12	0	0

(table continues)

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43. Supervise the division leave program	<u>n</u>	6	0	0	0	1	0	0	0	1	0	0
	<u>%</u>	75	0	0	0	13	0	0	0	12	0	0
44. Conduct exit interviews	<u>n</u>	6	0	0	0	0	0	0	0	1	1	0
	<u>%</u>	75	0	0	0	0	0	0	0	12	13	0
45. Administer guidelines for reduction-in-force	<u>n</u>	7	0	0	0	0	0	0	0	1	0	0
	<u>%</u>	88	0	0	0	0	0	0	0	12	0	0
46. Administer programs to decrease staff absenteeism	<u>n</u>	6	0	0	0	0	1	0	0	1	0	0
	<u>%</u>	75	0	0	0	0	13	0	0	12	0	0
47. Supervise employee wellness programs	<u>n</u>	7	0	0	0	0	0	0	0	1	0	0
	<u>%</u>	88	0	0	0	0	0	0	0	12	0	0
Information												
48. Maintain personnel records	<u>n</u>	4	0	0	0	2	0	0	1	1	0	0
	<u>%</u>	50	0	0	0	25	0	0	13	12	0	0
49. Complete federal/state/local reports pertaining to personnel	<u>n</u>	4	0	0	0	1	0	0	2	1	0	0
	<u>%</u>	50	0	0	0	13	0	0	25	12	0	0
50. Provide data as requested by superintendent and school board	<u>n</u>	6	0	0	0	0	1	0	0	1	0	0
	<u>%</u>	75	0	0	0	0	13	0	0	12	0	0

(table continues)

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51. Prepare the personnel-related information to the school board	<u>n</u>	7	0	0	0	0	0	0	0	1	0	0
	<u>%</u>	88	0	0	0	0	0	0	0	12	0	0
52. Develop an employee handbook	<u>n</u>	4	0	0	2	0	0	0	0	1	0	1
	<u>%</u>	50	0	0	25	0	0	0	0	13	0	12
53. Publish an employee newsletter	<u>n</u>	5	1	0	1	0	0	0	0	1	0	0
	<u>%</u>	63	13	0	12	0	0	0	0	12	0	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 18

Relationship between Division Size (1,001 but 2,950 Students) and Who Performs the Personnel Function, n = 36

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>	15	10	4	0	0	5	0	1	1	0	0
	<u>%</u>	41	28	11	0	0	14	0	3	3	0	0
2. Develop specific guidelines for supervisors related to division's affirmative action plan	<u>n</u>	11	14	6	0	0	2	2	0	1	0	0
	<u>%</u>	31	39	17	0	0	5	5	0	3	0	0
3. Oversee student enrollment projections	<u>n</u>	10	10	4	1	1	4	2	3	0	1	0
	<u>%</u>	28	28	11	3	3	11	5	8	0	3	0
4. Develop forecasts of staffing needs	<u>n</u>	10	9	4	3	0	5	0	4	1	0	0
	<u>%</u>	28	25	11	8	0	14	0	11	3	0	0
5. Develop the personnel budget	<u>n</u>	12	11	5	0	0	1	0	6	0	0	1
	<u>%</u>	33	30	14	0	0	3	0	17	0	0	3
Recruitment												
6. Post job openings	<u>n</u>	6	12	6	0	5	2	2	1	1	1	0
	<u>%</u>	17	33	17	0	14	5	5	3	3	3	0
7. Conduct recruitment activities for all positions	<u>n</u>	5	12	6	1	0	1	4	2	2	3	0
	<u>%</u>	14	34	17	3	0	3	11	5	5	8	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	14	4	0	1	0	1	0	1	2	4
	<u>%</u>	25	38	11	0	3	0	3	0	3	6	11
9. Conduct background checks for professional staff	<u>n</u>	5	8	4	1	13	1	0	2	1	1	0
	<u>%</u>	14	22	11	3	36	3	0	5	3	3	0
10. Conduct background checks for nonprofessional staff	<u>n</u>	5	8	4	1	13	2	0	2	1	0	0
	<u>%</u>	14	23	11	3	36	5	0	5	3	0	0
11. Interview candidates for instructional positions	<u>n</u>	5	8	4	11	0	3	1	1	1	2	0
	<u>%</u>	14	22	11	31	0	8	3	3	3	5	0
12. Interview candidates for administrative positions	<u>n</u>	12	10	4	0	0	5	1	0	1	3	0
	<u>%</u>	33	28	11	0	0	14	3	0	3	8	0
13. Interview candidates for support staff positions	<u>n</u>	6	8	4	9	0	4	2	1	0	2	0
	<u>%</u>	17	22	11	25	0	11	6	2	0	6	0
14. Review applications for instructional positions	<u>n</u>	5	11	4	6	0	5	2	1	1	1	0
	<u>%</u>	14	30	11	16	0	14	6	3	3	3	0
15. Review applications for administrative positions	<u>n</u>	10	15	4	0	0	2	1	1	1	2	0
	<u>%</u>	28	42	11	0	0	5	3	3	3	5	0
16. Review applications for support staff positions	<u>n</u>	4	12	4	6	0	4	3	2	0	1	0
	<u>%</u>	11	33	11	17	0	11	8	6	0	3	0
17. Screen applicants for the position of substitute teacher	<u>n</u>	7	11	4	1	3	2	1	3	2	2	0
	<u>%</u>	19	30	11	3	8	6	3	8	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>
Induction												
18. Maintain a list of substitute teacher	<u>n</u>	5	7	4	1	10	2	1	2	1	3	0
	<u>%</u>	14	19	11	3	27	6	3	6	3	8	0
19. Inform new employees about employee benefits	<u>n</u>	5	9	5	0	7	0	1	7	1	1	0
	<u>%</u>	14	25	14	0	19	0	3	19	3	3	0
20. Conduct new employee orientation and induction programs	<u>n</u>	4	8	5	1	1	5	4	3	3	2	0
	<u>%</u>	11	22	14	3	3	14	11	8	8	6	0
21. Administer procedures for internal promotions/transfers	<u>n</u>	13	12	5	0	0	2	1	1	1	1	0
	<u>%</u>	36	33	14	0	0	5	3	3	3	3	0
22. Oversee contract management and contract terms	<u>n</u>	8	11	4	0	2	3	2	4	0	2	0
	<u>%</u>	22	30	11	0	6	8	6	11	0	6	0
23. Provide contract notices to employees	<u>n</u>	9	5	5	0	7	1	2	4	1	2	0
	<u>%</u>	25	14	14	0	19	3	5	11	3	6	0
Appraisal												
24. Develop guidelines and procedures for staff evaluation	<u>n</u>	5	10	5	2	0	7	2	0	1	2	2
	<u>%</u>	13	28	13	6	0	19	6	0	3	6	6
Compensation												
25. Act as the supervising office for substitute teachers in	<u>n</u>	6	3	3	3	6	3	0	8	1	1	2
	<u>%</u>	17	8	8	8	17	8	0	22	3	3	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>
regard to accounting for hours and payment												
26. Administer the employee health insurance program	<u>n</u>	8	4	3	0	8	1	1	7	0	2	2
	<u>%</u>	22	11	8	0	22	3	3	19	0	6	6
27. Conduct job analysis/salary studies	<u>n</u>	9	10	4	0	0	2	1	6	0	2	2
	<u>%</u>	25	27	11	0	0	6	3	16	0	6	6
28. Develop salary schedules	<u>n</u>	11	8	4	0	0	2	1	6	0	2	2
	<u>%</u>	30	22	11	0	0	6	3	16	0	6	6
29. Administer the staff payroll operations	<u>n</u>	4	6	2	0	7	1	1	10	1	2	2
	<u>%</u>	11	16	6	0	19	3	3	27	3	6	6
30. Develop an employee recognition program	<u>n</u>	5	9	5	0	0	2	3	2	2	3	5
	<u>%</u>	14	25	14	0	0	6	8	6	5	8	14
Development												
31. Conduct staff development for instructional staff	<u>n</u>	5	7	4	0	1	6	3	1	4	3	2
	<u>%</u>	14	19	11	0	3	17	8	3	11	8	6
32. Conduct staff development for non-instructional staff	<u>n</u>	5	7	4	4	1	3	5	1	1	3	2
	<u>%</u>	14	19	11	11	3	8	14	3	3	8	6
Justice												
33. Administer unemployment compensation claims	<u>n</u>	5	5	3	0	11	2	1	6	0	1	2
	<u>%</u>	14	14	8	0	30	6	3	16	0	3	6

(table continues)

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34. Administer workers' compensation claims	<u>n</u>	6	4	3	0	10	2	1	6	0	1	3
	<u>%</u>	17	11	8	0	28	6	3	16	0	3	8
35. Provide personal counseling for employees	<u>n</u>	8	9	5	1	0	2	2	4	1	2	2
	<u>%</u>	22	25	13	2	0	6	6	11	3	6	6
36. Supervise the handling of EEOC complaints for the division	<u>n</u>	10	11	5	0	0	2	3	1	1	1	2
	<u>%</u>	28	30	13	0	0	6	8	3	3	3	6
37. Review and mediate employer grievances	<u>n</u>	12	12	5	0	0	2	2	0	0	1	2
	<u>%</u>	33	33	13	0	0	6	6	0	0	3	6
38. Develop/implement disciplinary procedures	<u>n</u>	13	7	4	0	0	5	2	0	0	2	3
	<u>%</u>	36	19	11	0	0	14	6	0	0	6	8
Continuity												
39. Develop job descriptions	<u>n</u>	8	12	4	1	0	3	1	0	2	2	3
	<u>%</u>	22	33	11	3	0	8	3	0	6	6	8
40. Administer tuition assistance programs	<u>n</u>	8	10	3	0	3	1	1	0	3	2	5
	<u>%</u>	22	28	8	0	8	3	3	0	8	6	14
41. Administer the employee retirement program	<u>n</u>	7	6	2	0	6	0	1	8	1	3	2
	<u>%</u>	19	16	6	0	17	0	3	22	3	8	6
42. Coordinate employee assistance program (EAP)	<u>n</u>	8	12	3	0	0	1	1	1	2	3	5
	<u>%</u>	22	33	8	0	0	3	3	3	6	8	14

(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>	12	6	3	0	3	1	1	6	1	1	2
	<u>%</u>	33	16	8	0	8	3	3	17	3	3	6
44. Conduct exit interviews	<u>n</u>	8	17	3	1	0	1	1	0	1	1	3
	<u>%</u>	22	47	8	3	0	3	3	0	3	3	8
45. Administer guidelines for reduction-in-force	<u>n</u>	12	10	7	1	0	0	1	1	1	0	3
	<u>%</u>	33	28	19	3	0	0	3	3	3	0	8
46. Administer programs to decrease staff absenteeism	<u>n</u>	8	11	3	4	0	2	1	1	1	1	4
	<u>%</u>	22	30	8	11	0	6	3	3	3	3	11
47. Supervise employee wellness programs	<u>n</u>	6	12	3	1	0	2	2	0	1	4	5
	<u>%</u>	16	33	8	3	0	6	6	0	3	11	14
Information												
48. Maintain personnel records	<u>n</u>	5	5	4	0	13	2	2	2	0	1	2
	<u>%</u>	13	13	11	0	36	6	6	6	0	3	6
49. Complete federal/state/local reports pertaining to personnel	<u>n</u>	5	9	4	0	8	1	2	3	0	2	2
	<u>%</u>	13	25	11	0	22	3	6	8	0	6	6
50. Provide data as requested by superintendent and school board	<u>n</u>	8	10	5	0	3	3	2	2	0	1	2
	<u>%</u>	22	28	13	0	8	8	6	6	0	3	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>
51. Prepare the personnel-related information to the school board	<u>n</u>	7	12	5	0	2	1	2	2	1	2	2
	<u>%</u>	19	33	13	0	5	3	6	6	3	6	6
52. Develop an employee handbook	<u>n</u>	5	11	6	1	1	1	3	1	1	4	2
	<u>%</u>	13	31	16	3	3	3	8	3	3	11	6
53. Publish an employee newsletter	<u>n</u>	7	12	4	0	0	1	1	1	2	2	6
	<u>%</u>	19	33	11	0	0	3	3	3	6	6	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.

Table 19

Relationship between Division Size (2,951 but 5,000 Students) and Who Performs the Personnel Function, n = 19

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

(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>	3	5	5	0	0	0	0	3	1	1	1
	<u>%</u>	16	27	26	0	0	0	0	16	5	5	5
44. Conduct exit interviews	<u>n</u>	1	4	6	0	1	1	0	3	1	1	1
	<u>%</u>	5	21	32	0	5	5	0	16	5	5	6
45. Administer guidelines for reduction-in-force	<u>n</u>	3	5	5	0	0	1	0	2	1	1	1
	<u>%</u>	16	27	27	0	0	5	0	10	5	5	5
46. Administer programs to decrease staff absenteeism	<u>n</u>	1	4	7	0	0	2	0	1	1	1	2
	<u>%</u>	5	21	37	0	0	11	0	5	5	5	11
47. Supervise employee wellness programs	<u>n</u>	1	2	5	1	1	1	0	1	1	4	2
	<u>%</u>	5	11	26	5	5	5	0	5	5	21	11
Information												
48. Maintain personnel records	<u>n</u>	1	4	5	0	4	0	0	2	1	1	1
	<u>%</u>	5	22	26	0	22	0	0	10	5	5	5
49. Complete federal/state/local reports pertaining to personnel	<u>n</u>	2	4	4	0	3	1	0	2	1	1	1
	<u>%</u>	10	22	22	0	16	5	0	10	5	5	5
50. Provide data as requested by superintendent and school board	<u>n</u>	1	5	7	0	0	1	0	2	1	1	1
	<u>%</u>	5	27	37	0	0	5	0	11	5	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>
51. Prepare the personnel-related information to the school board	<u>n</u>	1	5	6	0	1	1	0	2	1	1	1
	<u>%</u>	5	27	32	0	5	5	0	11	5	5	5
52. Develop an employee handbook	<u>n</u>	1	4	7	0	2	0	0	2	1	1	1
	<u>%</u>	5	22	36	0	11	0	0	11	5	5	5
53. Publish an employee newsletter	<u>n</u>	2	5	6	0	1	1	0	2	1	0	1
	<u>%</u>	11	27	31	0	5	5	0	11	5	0	5

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.