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EXECUTIVE GENERAL MANAGEMENT

Executive Group

- E5. Chairman of the Board
- E10. Chief Executive Officer - Corporate
- E20. Chief Executive Officer - Division
- E30. Chief Operating Officer
- E50. General Executive Officer (Multi - Function Responsibilities)
- E70. Chief Sector / Group Executive
- E145. Chief Program Executive (Not-For-Profit Groups)
- E310. Top International Executive (U.S. Based)

FINANCE / ACCOUNTING

Executive Group

- E80. Chief Financial - Accounting Executive
- E120. Chief Audit Executive
- E130. Corporate Treasurer
- E135. Chief Tax Executive

Mid-Management and Supervisory Group

- 5. Accounts Receivable and/Or Payable, Mgr. of All
- 10. Accounts Receivable and/Or Payable Supervisor
- 15. Cost Accounting, Mgr. of All
- 20. Cost Accounting Supervisor
- 25. Financial Analysis Mgr.
- 30. Investment, Head of
- 35. Business Development, Head of
- 40. Tax Mgr.
- 45. General Accounting, Mgr. of All
- 50. General Accounting Supervisor
- 55. Accounting Operations, Mgr. of All
- 60. Assistant Treasurer
- 65. Controller, Corporate
- 70. Controller, Division
- 75. Assistant Controller
- 80. Plant/Division Accounting Mgr.
- 85. Auditing, Mgr. of All
- 90. Auditing Supervisor
- 95. Information Systems Auditing, Supr./Mgr. of All
- 100. Budget, Head of
- 105. Credit, Head of
- 110. Collections, Head of
- 115. Credit and Collections, Head of

HUMAN RESOURCES

Executive Group

- E140. Chief Human Resources Executive

Mid-Management and Supervisory Group

- 120. Compensation, Head of
- 125. Employee Benefits, Head of
- 130. Compensation/Benefits, Head of
- 135. Employment, Supervisor/Mgr. of All
- 140. HRIS, Head of
- 145. Labor Relations Mgr.
- 150. Safety, Head of
- 155. Training and Development, Head of
- 160. Management Development Manager
- 165. Personnel Supervisor/Mgr.
- 170. Human Resources Mgr.
- 175. Director of Human Resources

ADMINISTRATIVE & OFFICE SERVICES

Executive Group

- E40. Chief Corporate Counsel Executive
- E60. Chief Administrative Executive
- E160. Chief Government Relations Executive

ADMINISTRATIVE & OFFICE SERVICES (Continued)

- E180. Chief Operations Executive – Nonmanufacturing
- E190. Chief Information Technology Executive

Mid-Management and Supervisory Group

- 180. Operations Manager, Non manufacturing
- 185. Clerical Services Supervisor/Mgr.
- 190. In-Plant Printing Services Supervisor/Mgr.
- 195. Office Services Supervisor/Mgr.
- 200. Mailing/Office Supplies Supervisor
- 205. Telecommunications (Telephone), Sprv. /Mgr. of
- 210. Office Supervisor/Mgr.
- 215. Word Processing Supervisor/Mgr.
- 220. Total Quality Mgr.
- 225. Meetings and Special Events Manager
- 230. Travel Manager
- 235. Payroll Supervisor/Mgr.
- 240. Risk Management, Head of
- 245. Insurance Mgr.
- 535. Mail Room Sprv./Mgr.
- 545. Plant Protection, Head of
- 550. Security Sprv./Mgr.

MARKETING & SALES SUPPORT

Executive Group

- E150. Chief Public Relations / Communications Executive
- E170. Chief Development (Fundraising / Grant) Executive
- E260. Chief Marketing & Sales Executive
- E270. Chief Marketing Executive (Excluding Sales)
- E280. Chief Sales Executive, Domestic Markets (Excluding Marketing)
- E290. Chief Market Research Executive
- E295. Chief Business Development Executive
- E302. Advertising/Sales Promotion Executive
- E308. Product/Brand Executive
- E320. Top International Marketing & Sales Executive
- E330. Top Sales Executive - Domestic/Foreign Markets

Mid-Management and Supervisory Group

- 247. Media Relations, Head of
- 249. Advertising/Marketing Communications, Head of
- 250. Advertising, Head of
- 251. Art Director
- 252. Production, Head of
- 253. Creative Director/Design, Head of
- 255. Contracts Administration, Sprv./Mgr. of All
- 260. Contracts Administration Supervisor
- 265. Regulatory Affairs Manager
- 270. Marketing Mgr. (Excluding Sales)
- 275. Marketing Research, Head of
- 280. Product Marketing Mgr.
- 285. Brand Sales Mgr.
- 290. Sales Order Operations, Sprv./Mgr. of All
- 295. Sales Order Supervisor
- 300. Telesales Mgr.
- 304. Communications, Head of
- 305. Public Relations Mgr.
- 308. General Sales Mgr.
- 310. District Sales Mgr.
- 315. Regional Sales Mgr.
- 319. Customer Service, Head of
- 320. Customer Service (Sales) Supervisor/Mgr.
- 325. Export Sales Manager
- 326. Field Service Manager

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CUSTOMER SERVICE & CALL CENTER

Executive Group

E300. Chief Customer Service Executive
E301. Call Center Administration/Operations Executive

Mid-Management and Supervisory Group

335. Call Center Training & Total QA Mgr.
340. Call Center Traffic and Scheduling Manager
345. Call Center Traffic and Scheduling Supervisor
350. Call Center Scheduling Manager
355. Call Center Scheduling Supervisor
360. Call Center Traffic Manager
365. Call Center Traffic Supervisor

ENGINEERING AND TECHNICAL

Executive Group

E220. Chief Environmental Executive
E230. Chief Engineering Executive
E240. Chief Research Executive
E250. Chief Quality Control / Assurance Executive

Mid-Management and Supervisory Group

370. Cost Estimating, Head of
375. Drafting/Design, Mgr. of All
380. Drafting/Design Supervisor
382. Supervisor of Engineering
383. Manager of Engineering
384. Director of Engineering
385. Industrial Engineering, Mgr. of All
390. Industrial Engineering Supervisor
395. Quality Assurance & Control, Sprv/Mgr. of All
400. Engineering Services Mgr.
405. Software Design Engineering, Manager
410. Technical Publications, Sprv/Mgr. of All
415. Document Control Supervisor
420. Tool Design, Sprv./Mgr. of All
425. Research and Development, Sprv./Mgr.
430. Mechanical Engineering, Sprv./Mgr. of All
435. Manufacturing Engineering, Sprv/Mgr. of All
440. Product Development Mgr.
442. Head Product/Development Engineer
445. Graphics Supervisor
450. Environmental, Supervisor/Mgr.
455. Field Services Supervisor
470. Research, Director
471. Laboratory Manager

MATERIAL, WAREHOUSE AND MANUFACTURING

Executive Group

E210. Chief Procurement Executive
E350. Director of Supply Chain Management

Mid-Management and Supervisory Group

475. Material Control, Sprv./Mgr. of
480. Prod. Control, Planning & Scheduling, Head of
485. Purchasing, Manager of All
490. Purchasing Supervisor

495. Shipping/Receiving, Manager of all
500. Shipping/Receiving Supervisor
505. Traffic, Head of
510. Fleet Mgr.
515. Warehousing Oper. Superintendent/Mgr. of All
520. Warehouse Supervisor
525. Material Management, Head of
530. Inventory Control Supervisor
540. Plant Mgr. (Division/Satellite)
555. Distribution Mgr.

PRODUCTION, ASSEMBLY AND PROCESSING

Mid-Management and Supervisory Group

560. Minor Skills Assembly Supervisor
565. Semiskilled Assembly Supervisor
570. Skilled Assembly Supervisor
575. Assembly Operations, Supervisor of All
580. Semiskilled Production Machine Opers.Sprv.
585. Skilled Production Machine Operations Sprv.

SKILLED CRAFT (PRODUCTION)

Mid-Management and Supervisory Group

590. Machine Shop Supervisor (Production)
595. Tool and Die Shop Supervisor
600. Sheet Metal Supervisor
605. Welding Supervisor

INSPECTION

Mid-Management and Supervisory Group

610. Assembly Inspection Supervisor
615. Precision Mechanical Inspection Supervisor

MAINTENANCE

Mid-Management and Supervisory Group

620. Janitorial Services Supervisor
625. Maintenance Supervisor, Buildings and Grounds
630. Maintenance Supervisor, Electrical and/or Mechanical
635. Maintenance Opers., Superintendent of All
640. Facilities Mgr.
645. General Maintenance and Construction Mgr.

PRODUCTION /OPERATIONS MANAGEMENT

Executive Group

E200. Chief Production-Operations Executive - Manufacturing
E252. Manufacturing / Plant Executive
E340. Top International Manufacturing Executive

Mid-Management and Supervisory Group

650. Production Superintendent/Mgr.
655. Production Test Supervisor
660. Production Test Mgr.
665. Manufacturing Mgr.
680. Production Control Mgr.
685. Process Operations, Production Sprv.
690. Process Operations, Production Manager

EXECUTIVE GENERAL MANAGEMENT**Executive Group**

E5. CHAIRMAN OF THE BOARD, NON CEO - Responsible for presiding as Chairman of the Board of Directors with minimal accountability or direct responsibility for short-term company goals and/or day-to-day operations. Offers broad intermediate and long-term strategic planning, such as succession planning of the executive team, mergers and acquisitions, etc; incumbents are generally responsible for setting the Board of Directors agenda. For the purposes of this survey, only report incumbents who are employed by the company but who are not executives, i.e. CEOs, Presidents, etc.

E10. CHIEF EXECUTIVE OFFICER, CORPORATE - Determines the objectives of the organizational unit, formulates plans and policies, and allocates resources for the achievement of these objectives. Interprets and applies policies established by the owners of the enterprise or their representatives (Board of Directors, Trustees, etc.). Organizes the unit and determines the allocation of duties and authorities to subordinates. Exercises control to see that objectives are achieved in accordance with company policy. Is fully accountable for the results of the activity of the organizational unit. Typical position titles include chairperson of the board, president, group vice president, division manager, general manager, etc.

E20. CHIEF EXECUTIVE OFFICER, DIVISION - Determines the objectives of the divisional unit, formulates plans and policies, and allocates resources for the achievement of these objectives. Organizes the division and determines the allocation of duties and authorities to subordinates. Exercises control to see that objectives are achieved in accordance with company policy. Is fully accountable for the results of the activity of the divisional unit. Typical position titles include president, group vice president, division manager, general manager, etc.

E30. CHIEF OPERATING OFFICER - Directs and coordinates the activities of the line and staff components of the organizational unit toward the achievement of established objectives. Is accountable for the full range of operations of the organization, providing operational guidance and analyzing and appraising the effectiveness of all operations. Acts as chief executive in the absence of the chief executive officer. Typical position titles include executive vice president, general manager, senior vice president, etc.

E50. GENERAL EXECUTIVE OFFICER (MULTI-FUNCTION RESPONSIBILITIES) - Directs and coordinates the activities of a major segment of the line and/or staff components of the organization towards established objectives. Accountable for the operations of two or more major functions of the organization providing operational guidance to the executives in charge of these functions and analyzing/appraising the effectiveness of their operations. Position examples might include executive vice president (typical subordinates being production - operations executive, procurement executive, marketing-sales executive, etc.) and similar titles with any combination of major line and/or staff functions as subordinates.

E70. CHIEF SECTOR / GROUP EXECUTIVE - Responsible for meeting the goals and the overall objectives of multiple (2 or more) profit centers, i.e., subsidiaries, divisions or affiliates, etc. Will plan, direct and control all activities via management subordinates, overseeing production, research, engineering, marketing/sales, purchasing and human resources. Generally is accountable to the CEO or COO.

E145. CHIEF PROGRAM EXECUTIVE (*NOT-FOR-PROFIT GROUPS*) - Reporting to the head of the organization, is responsible for the development, execution and ongoing management and evaluation of the organization's core programs, including public relations, fundraising, information services, etc. Oversees programs' overall budget and staffing requirements; parallels the programs' success with the overall objectives and mission of the organization.

E310. TOP INTERNATIONAL EXECUTIVE (U.S. BASED) - Responsible for the successful development, operation, and growth of foreign activities including marketing/sales, manufacturing, and foreign licensing. Directs international activities to ensure effective and profitable operation and growth consistent with corporate objectives. Accountable for maximum return on invested capital, development and implementation of operational plans/policies, and controls for the operating efficiency of profit reporting. Advises CEO of growth opportunities and trends of foreign markets with current or new products. Excludes those not permanently without full profit and loss responsibility for assigned international operations.

FINANCE / ACCOUNTING**Executive Group**

E80. CHIEF FINANCIAL - ACCOUNTING EXECUTIVE - Responsible for the entire range of financial activity in the organizational unit, including both the treasury and accounting functions. Formulates and recommends policies on banking, receipt and disbursement of funds, extension of credit, and fiscal and accounting matters. Responsible for the development of standard accounting, analysis, and reporting procedures as well as the exercise of overall financial controls. Typical position titles include financial vice president, treasurer, controller, secretary-treasurer, director of finance, chief accountant, etc.

E120. CHIEF AUDIT EXECUTIVE - Has overall responsibility for planning, developing, recommending, and monitoring all administrative internal audit programs throughout the company. Directs the systematic audit of programs to ensure the sound application of internal controls as applied to financial and administrative activities and practices including measuring and evaluating the effectiveness of accounting and management controls. Additional responsibilities may include coordinating outside audit programs and the auditing of joint ventures, partnerships, and subsidiaries. Normally reports functionally to the Board of Directors and administratively to the chief financial officer or the chief executive officer.

E130. CORPORATE TREASURER - Responsible for directing the corporate treasury functions of the organization, including the care and custody of funds and other financial assets. Directs the banking, credit and insurance functions, cash management, and the insurance activities of the corporation. Ensures that all financial transactions, policies, and procedures meet corporate objectives as well as regulatory body requirements. May develop and interpret financial and economic data related to short- and long-term funding requirements. Additional functions may include coordinating shareholder relations and Board of Directors activities. Normally reports to the CEO or Senior Financial Executive.

E135. CHIEF TAX EXECUTIVE - Responsible for the development and execution of the company's tax policy. Minimizes tax liability and maximizes after-tax profits and cash flows by implementing policies with other top executives. Will organize and direct tax research and tax compliance activities. Oversees the preparation and reviews tax returns and related reports. Oversees the analysis of the consequences of the organization's past and future tax actions and advises organization of the most suitable methods for tax methods that yield the most favorable results to the company.

Mid-Management and Supervisory Group

5. ACCOUNTS RECEIVABLE AND/OR PAYABLE, MANAGER OF ALL - Is responsible for ALL segments of the accounts receivable and/or payable function either directly or indirectly through subordinate supervisors. Typical subordinate activities includes matching invoices received against purchase orders/requisitions, paying (approving for payment) and filing invoices, and/or preparing outgoing invoices from charge slips and forwarding to customer, which may include filing and follow-up procedures. Is responsible for the maintenance of subsidiary ledger.

10. ACCOUNTS RECEIVABLE AND/OR PAYABLE SUPERVISOR - Is responsible for major segments of the accounts receivable and/or payable function either directly or indirectly through subordinate supervisors. Typical subordinate activities includes matching invoices received against purchased orders/requisitions, paying (approving for payment) and filing invoices, and/or preparing outgoing invoices from charge slips and forwarding to customer, which may include filing and follow-up procedures. Is responsible for the maintenance of subsidiary ledger.

15. COST ACCOUNTING, MANAGER OF ALL - Is responsible for all segments of the cost accounting function either directly or indirectly through subordinate supervisors. Subordinates devise, install, and administer cost control systems as well as provide information on unit costs of products and services or on job or project costs to management. Employees analyze such items as labor, material, and sales costs by combining them with overhead costs to determine cost standards and compiling periodic statements of product costs. Supports management in cost estimating, pricing, budgeting, contract re-negotiation, etc.

20. COST ACCOUNTING SUPERVISOR - Is responsible for the supervision of employees engaged in cost accounting activities, but is not responsible for all segments of the cost accounting function. Subordinates devise, install, and administer cost control systems and provide management with information on unit costs of products and services or on job/project costs. These employees analyze such items as labor, material, and sales costs by combining them with overhead costs to determine cost standards and compiling periodic statements of product costs. Data provided by this activity is used by management in cost estimating, pricing, budgeting, contract re-negotiation, etc.

25. FINANCIAL ANALYSIS MANAGER - Responsible for organizing and directing all aspects of corporate financial analysis. Assesses current and upcoming financial plans and policies and advocates necessary changes to expand company profitability.

30. INVESTMENT, HEAD OF - Supports the organization's long-range financial plans by determining and managing investment strategies. Based on economic studies and financial data, determines investment portfolio allocation and oversees cash and securities including both debt and equities. Manages investment staff. Typically reports to corporate treasurer or vice president of finance.

35. BUSINESS DEVELOPMENT, HEAD OF - Under corporate direction, oversees the operational and financial research and analysis associated with business ventures such as new business opportunities, assessment of potential markets, and development of projects for use in new marketing initiatives. In cooperation with senior management, evaluates projects through financial feasibility studies, market research, and planning. May have additional responsibilities such as the development of licensing objectives, initiation of proposals, negotiations, and presentations for the acquisition of licensing opportunities and technologies.

40. TAX MANAGER - Responsible for handling all tax functions for the organization. Prepares returns in accordance with all federal, state, and local tax laws/regulations. Analyzes the consequences of the organization's past and future tax actions and advises organization of the most suitable methods for tax reporting. Adheres to tax laws and regulations in an attempt to minimize company tax liabilities and proposes ways to decrease tax costs.

45. GENERAL ACCOUNTING, MANAGER OF ALL - Is responsible for all segments of the general accounting function either directly or indirectly through subordinate supervisors. Subordinate activities include maintenance of general and subsidiary ledgers of the facility, preparation of operating and financial statements, and reconciliation of bank statements. Other subordinate activities may include fixed asset control and depreciation, accrual to meet anticipated liabilities, preparation of general tax reports such as those for sales, payroll, and personal property taxes, and payable/receivables. It is the responsibility of the general accounting manager to maintain accurate records of earnings, profits, cash balance, and other financial results.

50. GENERAL ACCOUNTING SUPERVISOR - Is responsible for the supervision of employees engaged in general accounting activities, but is not responsible for all segments of the general accounting function. Subordinate activities include maintaining general and subsidiary ledgers of the facility, preparing operating and financial statements, and reconciling bank statements. Other subordinate activities may include fixed asset control and depreciation, accrual to meet anticipated liabilities, preparation of general tax reports such as those for sales, payroll, and personal property taxes, and payable/receivables. It is the responsibility of the general accounting supervisor to maintain accurate records of earnings, profits, cash balances, and other financial results.

55. ACCOUNTING OPERATIONS, MANAGER OF ALL - Is responsible for all of the various accounting functions of the facility, either through subordinate supervisors or directly. Is responsible for the formulation and administration of approved accounting practices throughout the facility and providing management with accurate reports of financial results. Subordinate functions typically include general accounting, any cost accounting, payroll, payable/receivables, etc. Does not include executives or managers with substantial responsibility for financial (as opposed to accounting) activities. Typical title for position is also assistant controller.

60. ASSISTANT TREASURER - In accordance with the organization's policies, procedures, and regulatory body requirements, this position will assist in the planning of treasury activities including the care and custody of funds and other financial assets as well as the management of the organization's banking, credit, and risk insurance functions. Additional responsibilities may include pension investment results and other benefit funding activities

65. CONTROLLER, CORPORATE - Responsible for the controller functions at the corporate level. Supplies top executives any and all financial information necessary to make policy decisions. Is responsible for the computation and timely payment of all taxes and any leasehold or contractual obligations. Supervises all accounting functions directly or indirectly including budgeting, cost accounting, general accounting, accounts receivable, accounts payable, payroll, etc. at the corporate level. May also be responsible for management information services and purchasing. Usually reports to the senior financial officer of the corporation, but may also report directly to the CEO.

70. CONTROLLER, DIVISION - Responsible for the controller functions of a division or comparable level. Supplies management any and all financial information necessary to make policy decisions. Is responsible for the computation and timely payment of all taxes and any leasehold or contractual obligations. Supervises all accounting functions directly or indirectly including budgeting, cost accounting, general accounting, accounts receivable, accounts payable, payroll, etc. for the division. May also be responsible for management information services and purchasing. Usually reports to the division CEO, but may report to a corporate level senior financial officer.

75. ASSISTANT CONTROLLER - Assists in the directing of the organization's financial operations administration. Assists the controller or vice president of finance in the preparation and review of budgets, financial planning, financial systems, and various other financial operating reports. May have the day-to-day responsibility of a department.

80. PLANT/DIVISION ACCOUNTING MANAGER - Responsible for managing the financial and operating functions for a local plan, division, or single unit. Typical activities include general accounting, cost accounting, payroll, and accounts payable/receivables. May manage the credit and collection functions as well as the insurance and risk management program. Normally reports to a general manager, division vice president, or corporate operations.

85. AUDITING, MANAGER OF ALL - Is responsible for all segments of the auditing function either directly or indirectly through subordinate supervisors. Subordinates verify the financial status and operating procedures of the organizational unit through a systematic program of audits. They then prepare reports of audit findings for management. Position is responsible for the development of procedures and systems for auditing and recommendation of changes in operating procedures when audits reveal weakness in financial control. Excluded are managers with substantial responsibility for financial (as opposed to auditing) activities.

90. AUDITING SUPERVISOR - Is responsible for the supervision of employees engaged in auditing activities, but not for all segments of the auditing function. Subordinates verify the financial status and operating procedures of the organizational unit through a systematic program of audits. They then prepare reports of audit findings for management. Position is responsible for the development of procedures and systems for auditing and recommendation of changes in operating procedures when audits reveal weakness in financial control. Excluded are those with substantial responsibility for financial (as opposed to auditing) activities.

95. INFORMATION SYSTEMS AUDITING, SUPERVISOR/MANAGER OF ALL - Responsible for all functions associated with the audit of information systems procedures and systems. According to the organization's needs, will develop, implement, and monitor information systems audit programs and control guidelines. Will manage personnel, their assignments and activities, and will evaluate performance according to appropriate standards. Will insure that staff and appropriate personnel comply with administrative policies/procedures and will assign staff to handle technical problems, priorities, and methods. Will consult and advise other sections on internal controls/security procedures and will prepare activity/progress reports. Position typically reports to financial/general management or corporate audit management.

100. BUDGET, HEAD OF - Responsible for preparing operating budgets or providing assistance to individual department heads in this process, consolidating these budgets, reviewing actual performance against budgeted performance, and preparing reports for top management explaining budget deviations and financial performance. May participate in the formulating projected sales and income figures as well as the assembly of inventory and capital expenditure budgets. Position may be responsible for developing methods and procedures for preparing of budgets.

105. CREDIT, HEAD OF - Is responsible for the development and administration of programs and procedures for investigating prospective customers, determining potential financial risks, and extending credit lines. Researches credit worthiness, approves new lines of credit, and increases credit limiters and terms. May assist in negotiating the collection of overdue accounts but does not have the responsibility for collections. Position is also responsible for the supervision of the corporate credit staff.

110. COLLECTIONS, HEAD OF - Is responsible for the development and administration of policies and procedures for following up on the collection of overdue accounts. Monitors collections, past due accounts, and determines policies on written, telephone, and personal follow-up procedures. Refers problem accounts to collection agencies and/or legal counsel as appropriate. This position is also responsible for the supervision of the collections staff.

115. CREDIT AND COLLECTIONS, HEAD OF - Has overall responsibility for the organization's credit and collections function. Will oversee the formulation and implementation of policies and procedures for investigating prospective customers, researching credit worthiness, authorizing credit lines, and following up on the collection of overdue accounts. This position is also responsible for the supervision of the organization's credit and collections staff.

HUMAN RESOURCES

Executive Group

E140. CHIEF HUMAN RESOURCES EXECUTIVE - Responsible for the HR and industrial relations activities of the organizational unit. Develops, recommends, and implements policies and programs in such areas as recruitment and employment, human resources planning and development, training, wage, salary, and benefits administration, labor relations, communications, and safety. Provides guidance and technical assistance in these areas to other staff and operating functions of the organization. Typical position titles include director of human resources, vice president of personnel, human resources manager, etc.

Mid-Management and Supervisory Group

120. COMPENSATION, HEAD OF - Is responsible for the development and administration of a compensation program to insure pay equity and also periodic pricing of jobs to keep the wage and salary structure equitable with comparable firms and within the overall goals of the organization. Is responsible for insuring that company compensation practices conform to statutory requirements and is usually responsible for verifying that individual compensation decisions conform to company policy.

125. EMPLOYEE BENEFITS, HEAD OF - Under corporate direction, is responsible for the administration of such company benefit programs as group insurance, retirement, vacation, sick leave, and savings plans. Also responsible for obtaining and analyzing information on current benefit practices in other companies and new developments in benefit programs and developing/recommending new and improved policies and plans. This position may also be responsible for such employee services as recreation programs, etc.

130. COMPENSATION/BENEFITS, HEAD OF - Under corporate direction, develops and executes strategies and programs designed to achieve organization's goals relative to compensation and benefit programs and policies. Functions may include but are not limited to design and administration of company wide compensation programs that are consistent with the organization's pay philosophy, executive compensation programs including incentive plans, short and long term sale incentive plans, and the evaluation of company compliance with established compensation policies. Benefit responsibilities may include group health insurance plans, flexible benefit programs, 401(k) plans, and/or other pension alternative plans. May evaluate and implement alternative employee benefit programs and administers/monitors company compliance with COBRA, ERISA, etc. This is a dual function position. Excluded are those whose responsibilities include additional HR functions such as employment, HRIS, etc.

135. EMPLOYMENT, SUPERVISOR/MANAGER OF ALL - Is responsible for all segments of the employment function either directly or indirectly through subordinate supervisors. Subordinates provide a sufficient flow of qualified prospective employees to meet the manpower needs of the organization. Subordinate activities would include the development and administration of programs to recruit, test (if necessary), interview, and review the qualifications of prospective employees. Is responsible for insuring that hiring policies and practices are in compliance with governmental regulations. May also have the responsibility for arranging transfers and for conducting exit interviews with terminating employees.

140. HRIS, HEAD OF - In support of human resources, operations, and administration services, is responsible for all segments associated with the integration of a human resources information system. Based on the needs of the organization, will make recommendations to expand, update, and design the system, as necessary. May conduct or be the point person of a need-analysis team whose main purpose is the implementation of a technically based, cost-effective, HRIS solution including the acquisition of software/hardware, staff, and operational processes. Responsible for budgets, staff, and system development.

145. LABOR RELATIONS MANAGER - Under the direction of top management, establishes and administers the organization's labor relations policy. Represents management in labor relations and collective bargaining agreements. Has the responsibility of dealing with all union/company issues.

150. SAFETY, HEAD OF - Is responsible for the development and administration of policies to establish and promote the maintenance of safe and healthy working conditions within the company. Is also responsible for insuring that company facilities and practices are in compliance with government safety regulations. Typical areas of responsibility include the issuing safety equipment, conducting safety training programs, preparing safety exhibits, investigating accidents and injuries, and the preparing material for company use in worker's compensation proceedings. May also have responsibility of security.

155. TRAINING AND DEVELOPMENT, HEAD OF - Based on the evaluation of the organization's needs, goals, and personnel, is responsible for developing a number of company-wide strategy programs. Continually reviews the applicability of establishing new training programs or services based on the evaluation of criteria and organizational long-term needs. May manage the employee educational assistance program. May include responsibility of managerial development as well as vocational training and contracting/coordinating outside training services.

160. MANAGEMENT DEVELOPMENT MANAGER - Is responsible for the development and implementation of programs designed to meet the employee-development needs of the organization. Will design, coordinate, and administer management development programs including, but not limited to, appraisal systems, development and training, placement, counseling, etc. Additional responsibilities may include programs that provide qualified management personnel for the organization's executive needs.

165. PERSONNEL SUPERVISOR/MANAGER - Is responsible for a major segment of the total Personnel-Industrial Relations function of the organizational unit, but not for the entire function. Has jurisdiction over several or all of the following functions: employment, placement, training, wage and salary administration, benefits administration, personnel records maintenance, employee communications, and safety. Excludes those with primary responsibility for collective bargaining or those who specialize in only one of the functions outlined above. Does not include the top personnel or industrial relations executives of the organization.

170. HUMAN RESOURCES MANAGER - Under general executive direction, is responsible for the human resources function in a single division, subsidiary, or organizational unit. Responsibilities include the administration and implementation of all phases in human resources including, but not limited to, employment, compensation, benefits, equal opportunity/ affirmative action, labor relations, training, safety, and health. May coordinate with legal counsel in the disciplinary or termination of employees as well as coordinate the administration of employee safety, health, and security programs. Assures that company employment, safety, labor relations, personnel, and equal opportunity policies and practices comply with provisions of regulatory agencies. This is the top HR position at the operating location. Incumbent must spend 100% of time in human resource activities and is responsible for recommending and setting HR policies. May develop policies under the guidance of legal counsel or executive direction, but only for that single unit. Excluded are vice presidents or directors who have responsibility for more than one division.

175. DIRECTOR OF HUMAN RESOURCES - Under broad corporate direction, is accountable for the development, implementation, and administration of all phases of Human Resources at various units including, but not limited to, employment, HRIS, compensation, benefits, payroll, organizational development, affirmative action labor relations, TQM, training, and recruitment. Implements programs and policies designed to protect company and employee interests in accordance with company HR policies and governmental laws/regulations. This position typically has responsibilities for the HR functions at various locations. Identifies and complies with legal requirements and government reporting regulations. Usually reports to vice president of human resources; however, this is the top HR position at the assigned division, unit, subsidiary, or region. Excluded are corporate vice presidents who set corporate-wide policy.

ADMINISTRATIVE & OFFICE SERVICES

Executive Group

E40. CHIEF CORPORATE COUNSEL EXECUTIVE - Responsible for providing advice and opinions on all legal questions raised in the conduct of the affairs of the organizational unit. Directs the conduct of all proceedings involving the organizational unit or any of its owners, officers, or employees acting in their official or corporate capacity including litigation and administrative proceedings and arbitration. Prepares or reviews/approves as to legal form, content, and sufficiency of all documents of legal nature to which the organizational unit may be a party or which otherwise affect its legal rights or obligations.

E60. CHIEF ADMINISTRATIVE EXECUTIVE - Responsible for directing and coordinating multiple activities within the organization including, but not limited to, finance, accounting, information systems, human resources, planning, and office administration. Plans, implements, and updates the policies, programs, and procedures that manage the daily operations and reinforce the major functions of the organization. Provides information and administrative assistance to officers and operating divisions through specialized service departments.

E160. CHIEF GOVERNMENT RELATIONS EXECUTIVE - Responsible for representing the interests of the organization in matters involving federal, state, and local governments. Directs the lobbying and public policy activities of the organization and coordinates the efforts of operating domestic and/or foreign divisions. May direct or oversee staff in matters involving federal, state, and public agencies.

E180. CHIEF OPERATIONS EXECUTIVE (NONMANUFACTURING) - Responsible for planning, controlling, and coordinating the entire range of activities of the organizational unit associated with the nonmanufacturing function. Coordinates and adjusts organizational processes and facility operations as needed to ensure the smooth execution of policies and procedures. Typical position titles include vice president of nonmanufacturing, vice president of operations, director of operations,

etc.

E190. CHIEF INFORMATION TECHNOLOGY EXECUTIVE - Responsible for directing the information system's activities within the organizational unit. Develops recommendations regarding new hardware and software. Provides a liaison with manufacturing and research sources in order to recommend the latest solutions to the organization's changing requirements and analyzes these requirements on a regular basis. Establishes budgetary and performance controls. Maintains documentation on current systems and provides technical assistance to other functions in the organization as requested.

Mid-Management and Supervisory Group

180. OPERATIONS MANAGER, NONMANUFACTURING - Based on established policies and procedures, will manage a particular segment of a non-manufacturing organization. Has a responsibility for developing, interpreting, and implementing policies and procedures to facilitate processes as well as clarify and correct procedural problems. Functional areas may include accounting, finance, operations, etc. Evaluates the feasibility of new or revised systems and procedures and oversees audits to ensure compliance with established standards. Will develop policies to ensure employee conformance to established practices as well as the proper training of staff.

185. CLERICAL SERVICES SUPERVISOR/MANAGER - Supervises employees who provide clerical support to other units in the facility by typing, word processing, transcribing, filing, or similar services. Subordinate employees do not perform a complete clerical operation, such as processing forms or preparing reports, but provide support to the units that perform such operations. Typical titles of units subordinate to this position might include Typing Pool, Stenographic Pool, Filing Section, etc.

190. IN-PLANT PRINTING SERVICES SUPERVISOR/MANAGER - Is responsible for the supervision of employees who provide printing services in a company other than a printing firm. Operates offset printing equipment and may also make plates for offset printing or operate a phototypesetter. They may also perform such operations as collating, stapling, and folding of printed material. May include minor responsibility for other graphics services and other reproduction processes, such as mimeograph. Does not include office services supervisors or others with broader responsibility than providing printing services.

195. OFFICE SERVICES SUPERVISOR/MANAGER - Is responsible for providing all or most office services support to the entire facility, or major organizational unit. Typically, this position has jurisdiction over services that are centralized to achieve efficient use of equipment and/or manpower such as duplicating, filing, telephone and teletype services, message delivery, addressing and mail room, reception, typing and stenography, and operating CRT or word processor. May be responsible for the purchase of office supplies and for the planning, purchase, and maintenance of office equipment. Differs from clerical services supervisor/manager in the broader scope of machine-oriented (as opposed to purely clerical) services supervised. Does not include office manager, which has responsibility for a broad range of administrative activities beyond the providing of actual office services.

200. MAILING/OFFICE SUPPLIES SUPERVISOR - Oversees the firm's mailing function including receipt, sorting, and delivery of mail and messages as well as the preparation of outgoing mail and packages. Coordinates the receipt, storage, and issuance of stationery and office supplies. Oversees periodic inventories and reorders items, as required.

205. TELECOMMUNICATIONS (TELEPHONE), SUPERVISOR/MANAGER - Is responsible directly or indirectly through others for assigning, training, and supervising operators of Telephonic and/or Telegraphic Equipment. Regularly analyzes and reports on equipment and use cost. Approves invoices for payment. Is responsible for, or recommends, assigning, installing, and replacing of equipment.

210. OFFICE SUPERVISOR/MANAGER - Is responsible for the supervision of employees in office services to provide optimum utilization of services and equipment. Typical subordinate activities include telephone and fax usage, secretarial activities, copying, messenger and mail service, and purchase of office services and supplies. This position is responsible for the functions of the clerical services supervisor, the office services supervisor, and the telecommunications supervisor. May include supervision of maintenance and alteration of office area, layout and janitorial services. Excluded are company officers or executives in this classification.

215. WORD PROCESSING SUPERVISOR/MANAGER - Responsible for the complete word processing function. Directs workflow, priorities, and the quality of work. Subordinates operate automated word processing typewriting equipment to enter, format, revise, store, and print a variety of materials such as letters, tables, labels, reports, etc.

220. TOTAL QUALITY MANAGER - Responsible for planning, coordinating, and overseeing the total quality activities for the organization. Develops and administers the Total Quality plan, and analyzes/recommends appropriate improvements to each of the operating processes throughout the organization. Aids in the strategic planning process to incorporate the Total Quality program into the overall business plan. Conducts annual appraisals to assure that specified standards are continually met.

225. MEETINGS AND SPECIAL EVENTS MANAGER - Responsible for planning and executing the logistics associated with company meetings and special events. Will manage the selection process of the location as well as contract negotiations with supplies, food and beverage selections, and arrangements for audio-visual services. May oversee or coordinate all travel and transportation arrangements for staff and outside attendees with other departments. Conducts audits and prepares regular budget and cost reports on all activities.

230. TRAVEL MANAGER - Oversees the operation of the organization's travel functions including domestic and international travel arrangements, lodging, car rentals, etc. Ensures that all travel practices meet corporate expense policies. Provides advice and counsel to employees on medical, visa, and other requirements for foreign travel and obtains all required clearances. Is responsible for preparing periodic and special accounting reports regarding travel costs and departmental activities.

235. PAYROLL SUPERVISOR/MANAGER - Is responsible for the supervision of employees who maintain necessary payroll records, calculate (or prepare for calculation) payrolls from original approved time records, deliver paychecks, balance, control, and prepare summaries, debit the appropriate accounts, calculate payroll deduction payments, compute and deliver W-2 forms, and prepare all required reports. Does not include those with significant responsibility other than payroll responsibility.

240. RISK MANAGEMENT, HEAD OF - Is responsible for the design, proposal, and administration of risk management and loss prevention programs for the fiscal protection of the company's assets in a cost efficient manner either directly or indirectly through subordinate supervisors. Gauges risk exposure and potential liability in all matters concerning the company and develops sound risk control measures. Develops design and physical safeguards from a loss-prevention standpoint. Is in charge of a major portion of insurance purchasing for the firm and maintains sufficient coverage at an assumable risk for the company. May assist personnel with the purchasing of employee benefit programs. Does not include engineers and insurance managers whose responsibilities are limited to specific insurance areas. Also excluded are those managers who report directly to the CEO or to the second-in-command.

245. INSURANCE MANAGER - Responsible for managing the company insurance program. Secures new policies, maintains and updates existing company insurance programs, develops programs to secure the most favorable coverage, cost, terms, and claim settlements for all types of insurance. May contract and coordinate administrative functions through a third party or may administer self-insured plans. Typically reports to a top executive such as risk manager, loss prevention, etc.

535. MAIL ROOM SUPERVISOR/MANAGER - Is responsible for receiving, sorting, and distributing incoming mail as well as preparing outgoing mail. Subordinates may also deliver and collect mail within the company.

545. PLANT PROTECTION, HEAD OF - Is responsible for the development and administration of programs to protect company and employee property from theft, sabotage, riots, or other situations which endanger the well-being of employees or company facilities. Makes recommendations on plant protection staffing and directs the activities of company-employed and/or contract personnel. May be responsible for conducting confidential investigations and providing assistance to the employment function regarding references and security clearances of employment applicants. Excluded are those concerned with activities associate with governmental security control.

550. SECURITY SUPERVISOR/MANAGER - Develops, maintains, and administers security policies and procedures. Ensures an adequately staffed and trained guard force and coordinates/directs their activities. Assists, advises, and guides all departments of the company regarding security regulations and procedures. Responsible for contacts with outside law enforcement agencies.

MARKETING & SALES SUPPORT

Executive Group

E150. CHIEF PUBLIC RELATIONS/COMMUNICATIONS EXECUTIVE - Responsible for directing a firm's public relations/communications functions including the dissemination of publications and promotional material relative to the organization's goals, principles, and accomplishments. Develops and establishes policies and procedures to support the desired image of the organization by coordinating inter-functional activities and by securing favorable media and public opinions. Based on corporate direction, directs all public relations activities and continuously monitors the quality of such programs for any necessary improvements.

E170. CHIEF DEVELOPMENT (FUNDRAISING/GRANT) EXECUTIVE - Responsible for directing the fundraising activities of the organization. Oversees the development of fundraising strategies and campaigns. Establishes and maintains contact with potential financial supporters including private and public organization. Will identify potential grant opportunities and oversee the preparation of proposals.

E260. CHIEF MARKETING AND SALES EXECUTIVE - Responsible for the entire range of market planning and development, sales promotion, and sales activities of the organizational unit. Formulates, recommends, and implements policies and programs in the areas of sales, pricing, market and product research, and related activities. May also have responsibility for customer relations or advertising. Typical position titles may include marketing vice president, vice president of sales, director of marketing, etc.

E270. CHIEF MARKETING EXECUTIVE (EXCLUDING SALES) - Accountable for marketing the company's products and services in accordance with corporate objectives. Responsibilities may include formulating and executing company marketing plans designed to increase and promote products and/or services. Ensures that products are marketed in accordance with advertising goals, budget objectives, and profit margins. Develops short- and long-term marketing strategies, allocates the necessary resources so projects can be carried out by the marketing team, and evaluates and formulates strategies to reflect changing market conditions. Does not include executives with sales responsibilities.

E280. CHIEF SALES EXECUTIVE/DOMESTIC MARKETS (EXCLUDING MARKETING) - Responsible for planning and controlling sales personnel and maintaining domestic sales volume and that are in accordance with organizational goals. Formulates domestic policies and sales plans, achieves the efficient and effective sales results according to product lines or territories, formulates pricing strategies, develops new sales territories for product distribution, and balances inventory and sales margins, etc. May direct and/or coordinate sales personnel (including training, expense budgets, product, or territory assignments), customer service, order taking, and product inventory. Exclude executive with marketing responsibilities

E290. CHIEF MARKET RESEARCH EXECUTIVE - Responsible for directing, executing, and monitoring market research and analysis activities in local, regional, or national areas to estimate the potential market for new products or services. Monitors customer satisfaction with existing products/services. Proposes company-wide recommendations for future product development efforts based on the collection and analysis of relevant market trend data. Ensures that management is provided with the data needed to predict future market conditions. Exclude those with sales, advertising, or contract responsibilities.

E295. CHIEF BUSINESS DEVELOPMENT EXECUTIVE - Oversees and directs the analysis of business opportunities via operational and financial research associated with such business ventures. Confers with executive team to evaluate new business opportunities, assessment of potential markets, and development of projects for use in new marketing initiatives. Usually is responsible for development of licensing objectives, initiation of proposals, negotiations, and presentations for the acquisition of licensing opportunities and technologies.

E302. ADVERTISING/SALES PROMOTION EXECUTIVE - Responsible for overall management, direction and coordination of the organization's advertising, promotion, and publicity programs. May be responsible for planning and directing exhibits, conventions or trade shows.

E308. PRODUCT/BRAND EXECUTIVE - Responsible for the sales promotional activities and profit margins of specified product(s) or a product line. Usually a staff position with responsibility for coordinating the advertising, pricing, inventory, and the marketing of assigned products. This position usually reports to Chief Sales-Marketing Executive.

E320. TOP INTERNATIONAL MARKETING AND SALES EXECUTIVE - Develops objectives, policies, and programs for international (outside U.S.) marketing and sales activities of the organization. Plans, directs, and coordinates the efforts of all international marketing and sales personnel toward the accomplishment of objectives. Maintains and constantly improves the organization's international competitive position. Ensures maximum sales volume at minimum cost. Provides advice and assistance to the CEO and other organizational operating units on international sales and marketing issues.

E330. TOP SALES EXECUTIVE – DOMESTIC/FOREIGN MARKETS - Responsible for developing objectives, policies, and programs pertinent to domestic and international sales. Plans, directs, and coordinates the efforts of all domestic/international sales personnel towards the achievement of company objectives relative to sales volume and sales plans. Accountable for implementing pricing strategies, sales policies, and plans to achieve maximum sales volume. Excludes executives with marketing responsibilities. Typical position titles include vice president of sales, divisional sales director; export sales vice president, etc.

Mid-Management and Supervisory Group

247. MEDIA RELATIONS, HEAD OF - Responsible for managing the affairs of the company via media relationships. Will develop media relations policy, counsel management on media matters, and work closely with company's public relations department. Has extensive background in corporate communications, public relations, or journalism.

249. ADVERTISING/MARKETING COMMUNICATIONS, HEAD OF - Oversees the firm's marketing communications efforts including the development of corporate advertising programs. Counsels management in marketing/advertising matters. Manages advertising relationships. Responsible for product advertising and transaction archiving. Reports to the vice president of corporate communications. Typically requires a four-year degree in a related field and five or more years of experience with management/supervisory skills.

250. ADVERTISING, HEAD OF - Is responsible for the development and administration of specific advertising programs for the organization as well as the carrying out of advertising and public relations policies and objectives established by top management. Responsibilities may include the development of advertising concepts and materials, negotiation of contracts with media, scheduling of advertising, and the evaluation of the effectiveness of campaigns and of individual media. May also coordinate with outside advertising agencies, and have the responsibility of sales promotion. Does not include top executives with responsibility of establishing advertising policies and objectives.

251. ART DIRECTOR - Has direct responsibility for the development and execution of design projects for external and internal audiences. Follows general communication/media methods to counsel internal clients on corporate identity and design standards and policies. Is responsible for designing the company's publications. Has extensive knowledge in typography, layout, color, and visual communication.

252. PRODUCTION, HEAD OF - Responsible for the production of a wide range of print materials for internal and external audiences, including corporate advertising functions and annual reports. Oversees and advises management on production and technology matters and oversees production functions involving other department/units. Is responsible for executing large-scale production programs. Oversees and manages relations with printers, designers, and other vendors. Has extensive background in marketing, business, and production techniques and processes.

253. CREATIVE DIRECTOR/DESIGN, HEAD OF - Heads the development and execution of a wide range of information materials for external and internal audiences. Develops and maintains corporate identity, design standards, and policies. Works with other units/divisions on projects and programs. Usually manages staff of professionals as well as freelance designers and consultants. Has a close working relationship with top management and vendors. Typically reports to a vice president. Has extensive background in marketing, journalism, and business communication.

255. CONTRACTS ADMINISTRATION, SUPERVISOR/MANAGER OF ALL - Is responsible for all segments of the contracts administration function either directly or indirectly through subordinate supervisors. Subordinates insure that contracts with customers are fulfilled satisfactorily and that favorable relationships with customers are maintained. Typical subordinate activities include providing the interpretation of contract provisions, screening and processing customer inquiries to insure prompt handling, and maintaining continuing customer liaison. Subordinates may also monitor progress of work performed under the contract and preparing periodic reports and estimates of completion dates. May also participate in the development of sales proposals, negotiation of new contracts and re-negotiation of existing contracts, and provide support to the sales organization.

260. CONTRACTS ADMINISTRATION SUPERVISOR - Is responsible for the supervision of employees engaged in contracts administration activities, but is not responsible for all segments of the contracts administration function. Subordinates insure that contracts with customers are fulfilled satisfactorily, and that favorable relationships with customers are maintained. Typical subordinate activities include providing interpretation of contract provisions, screening and processing customer inquiries to insure prompt handling, and maintaining continuing customer liaison. Subordinates may also monitor progress of work performed under the contract, preparing periodic reports, and estimates of completion dates. May also participate in the development of sales proposals, negotiation of new contracts and re-negotiation of existing contracts, and provide support to the sales organization.

265. REGULATORY AFFAIRS MANAGER - Provides management and corporate direction in the execution of regulatory plans designed to meet government approval for new/existing products. As required by domestic or foreign agencies, including governmental entities, will prepare marketing applications to obtain approval for regulated products. Acts as the key liaison for all activities related to government interactions and compliance. May oversee all contract facilities during and after inspections, or during regulatory actions initiated by governmental agencies. Will oversee the development of procedures and controls to ensure organizational compliance.

270. MARKETING MANAGER (EXCLUDING SALES) - According to the organization's overall marketing plan, executes and directs the marketing of the products and/or services. Following company policy and overall strategy, recommends changes in marketing philosophy and policy when such changes serve the best interests of the organization. Continually evaluates the timely adjustment of marketing strategies and plans to meet changing market and competitive conditions. Provides marketing advice and guidance to various operating units to ensure overall marketing effectiveness. Excluded are executive-level positions, those with overall responsibility for all marketing functions, or those with responsibilities for the sales function of the organization.

275. MARKETING RESEARCH, HEAD OF - Is responsible for determining the demand for products and/or services by carrying out market research and analyses of sales records. Will conduct research studies to determine customer needs or preferences, market conditions, sales costs, and sales potential of new and existing company products or services. Provides management with predictions of future market conditions. Projects market potential and estimates market penetration. May also advise on the strategy of advertising programs and the establishment of quotas for territorial sales managers.

280. **PRODUCT MARKETING MANAGER** - Based on the analysis of internal and external market research, develops product-marketing plans for positioning the product. Will evaluate the potential and practicality of new product ideas. Will coordinate the initial phases of new product development and the successful introduction of the product into the market including responsibilities in marketing, finance, and engineering manufacturing.

285. **BRAND SALES MANAGER** - Based on the analysis of internal and external market research, develops overall marketing programs for assigned product(s). Coordinates with marketing, sales, and distribution departments in the execution of sales objectives, strategies, advertising, and promotional programs.

290. **SALES ORDER OPERATIONS, SUPERVISOR/MANAGER OF ALL** - Is responsible for all segments of the sales order function either directly or indirectly through subordinate supervisors. Subordinate non-supervisory employees receive orders for materials or merchandise by mail, phone, or personally from customer or company employee. Employees then perform the processing operations that must be performed before orders can be filled. These employees have only general product knowledge, are ordinarily not qualified to discuss specific product applications or recommend substitutions, and do not solicit new business. Typical duties include giving price quotations, filling out standard order sheets, verifying customer credit rating with credit department, and forwarding order to proper department for filling. Does not include those with jurisdiction over salesmen (as opposed to order clerks).

295. **SALES ORDER SUPERVISOR** - Is responsible for the supervision of employees engaged in sales order activities, but is not responsible for all segments of the sales order function. Subordinate employees receive orders for materials or merchandise by mail, phone, or personally from customer or company employee. Employees then perform the processing operations that must be performed before orders can be filled. Supervised employees have only general product knowledge, are ordinarily not qualified to discuss specific product applications or recommend substitutions, and do not solicit new business. Typical duties include giving price quotations, filling out standard order sheets, verifying customer credit rating with credit department, and forwarding order to proper department for filling. Does not include those with jurisdiction over salesmen (as opposed to order clerks).

300. **TELESALES MANAGER** - Responsible for the telesales/telemarketing activities of the organization involving selling products, services, or supplies to customers. Will manage the day-to-day operations of the telesales/telemarketing including program development, cost effectiveness, sales campaigns, and personnel training. Functions may be through subordinate staff or contract telesales services. Will prepare/chart costs against sales goals and will monitor campaigns to determine their cost effectiveness. Excluded are first-level supervisors or senior-level executives.

304. **COMMUNICATIONS, HEAD OF** - Oversees the company's ongoing advertising/marketing, media relations, and creative editorial and design services directly or indirectly through subordinates. Counsels top management on the development of communications policies/advertising programs and the management of public relations issues. Usually reports to a vice president or CEO.

305. **PUBLIC RELATIONS MANAGER** - Is responsible for the administration of the presentation and representation of the company to the general public, customers' local communities, shareholders, and the financial community. Supervises the preparation of news releases and articles. Assists company personnel in the writing of speeches, letters and articles which are to be made public. May arrange interviews between company executives and the media. Directs the writing, editing and publishing of company publications. Assists in the drafting of the annual report to stockholders, quarterly dividend statements, financial advertising, and other stockholder materials. May act as the representative for the company or chief executive officer in the event of a disaster or any other occurrence for which the company may be responsible.

308. **GENERAL SALES MANAGER** - Responsible for field sales and staff to achieve profitable sales volume. Typically provides direction, counsel, and guidance for plans in marketing, advertising, sales promotion, sales training, etc., and reports to the chief marketing and sales executive. Typical position titles include national sales manager, international sales manager, director of sales, etc.

310. **DISTRICT SALES MANAGER** - Responsible for the sale of company products through subordinates in a particular district or local geographic area. Responsible for the sales force or sales office within the district and may also be responsible for the selection and development of distributors. May have some warehousing responsibility.

315. **REGIONAL SALES MANAGER** - Responsible for the sale of company products through subordinates in a particular region or major geographic area. Also responsible for several districts and the selection and development of dealers or other distribution outlets. May be responsible for warehousing or other distribution facilities.

319. **CUSTOMER SERVICE, HEAD OF** - Oversees the portion of the company (unit) that is the customer's first point of contact with the organization. Develops, tracks, and reports key service performance measurements. Develops and implements approved process and/or operational improvements. Coordinates unit activities with other functions (e.g., purchasing, production, engineering, and shipping).

320. **CUSTOMER SERVICE, (SALES) SUPERVISOR/MANAGER** - Supervises and coordinates the activities of Customer Service Representatives and Clerks. Assists in the development of customer service policies, which promote customer relations. Investigates and resolves non-routine customer complaints. Handles significant problems concerning service orders, adjustments or exchanges.

325. **EXPORT SALES MANAGER** - Based on market research and following corporate-wide sales strategies, will manage the firm's international sale of products and/or services. Has responsibility for recommending and developing policies governing direct and indirect export sales and services including, but not limited to, pricing, advertising, promotion, packaging, distribution, transportation, and credit. Will regularly visit targeted export markets to examine sales operations, personnel, distributors, and local market conditions.

326. **FIELD SERVICE MANAGER** - Manages the company's service representation in the installation, service and repair of equipment and machinery at customer sites. Manages on- and off-site staff and plans and organizes/directs field service schedules, offices, and facilities. Authorizes the maintenance and utilization of required spare parts and supplies. May have responsibility of negotiating and monitoring service contracts for machinery and equipment. May also direct customer training and technical support services.

CUSTOMER SERVICE & CALL CENTER**Executive Group**

E300. CHIEF CUSTOMER SERVICE EXECUTIVE - Responsible for directing the entire organization's customer service program including field support. Will establish, implement, and maintain corporate objectives to meet/exceed customer-satisfaction with product and/or services. Will design programs to measure, maintain, and improve customer good-will during service periods. Will develop policies and procedures covering functions such as order processing, general correspondence, and resolution of customer complaints. Implements sales service with other departments and operating areas.

E301. CALL CENTER ADMINISTRATION/OPERATIONS EXECUTIVE - Is responsible for all segments of call center operations including the management of daily administrative obligations, company premises, and facilities. Supports the purchasing function as related to large equipment and the like and assists in negotiations for service contracts. Responsible for overseeing the day-to-day operations for clerical, maintenance, and distribution personnel and ensures that subordinate work patterns are in line with company operational goals.

Mid-Management and Supervisory Group

335. CALL CENTER TRAINING AND TOTAL QUALITY ASSURANCE MANAGER - Is responsible for the development, supervision, and implementation of quality assurance, management development, and training strategies for call center employees. Systematically generates procedures based on company requirements to evaluate compiled data to determine program effectiveness. Trains subordinates in advanced duties. Develops guidelines for subordinate implementation when handling current issues. Ensures that feedback programs provide agents with guidance to correct problems and is also responsible for the approval of subordinates' hiring, training, and development actions and employee performance evaluations.

340. CALL CENTER TRAFFIC AND SCHEDULING MANAGER - Is responsible for achieving maximum productivity efficiency for all segments of the traffic and scheduling operations for the call center, either directly or indirectly through subordinate supervisors. Develops scheduling systems and supervises employees in their implementation. Supervises traffic and scheduling duties including policy and procedures, operating structure, and information transmittal. Maintains efficiency of personnel and work volume as related to previously determined goals and budget considerations. Performs the continuous analysis of call center trends in order to predict the most advantageous method of future staffing. Is also responsible for the approval of subordinates' training and development actions and employee performance evaluations.

345. CALL CENTER TRAFFIC AND SCHEDULING SUPERVISOR - Is responsible for major segments of the overall traffic and scheduling functions. Monitors the accuracy and timeliness of reporting and quality/efficiency of call traffic. Determines solutions to systems quality problems. Advocates operational improvements and retains up-to-date knowledge of organizational policies and procedures. Additional responsibilities include forecasting call patterns, maintaining the call list via confirming tracking calls made and calls attempted, and forecasting activities associated with the scheduling and hiring function. Is also responsible for training new employees and supervises employee performance to meet company guidelines.

350. CALL CENTER SCHEDULING MANAGER - Is responsible for the development of a departmental business plan for the operations function. Manages all segments of the operating function either directly or indirectly through subordinate supervisors. According to organizational needs, develops scheduling systems and supervises employees in their implementation. May also supervise departmental policies and procedures, operating structures, and information transmittal. Evaluates efficiency and work volume as related to previously determined goals and budget considerations. Is also responsible for the approval of subordinates' training and development actions and employee performance evaluations.

355. CALL CENTER SCHEDULING SUPERVISOR - Is responsible for the staffing of programs for major segments of the scheduling function. Supervises and evaluates workflow as necessary to meet company goals. Develops employee staffing schedules in conjunction with operational needs as communicated by management. Additional responsibilities include forecasting call patterns, maintaining the call list via confirming tracking calls made and calls attempted, and forecasting activities associated with the scheduling and hiring function. Advocates improvements in the operations/scheduling function. Supervises employee performance to meet company guidelines.

360. CALL CENTER TRAFFIC MANAGER - Is responsible for achieving maximum productivity efficiency for all segments of the traffic operations for the call center, either directly or indirectly through subordinate supervisors. Supervises traffic function activities as carried out by subordinates including policy and procedures, operating structure, and information transmittal. Maintains efficiency of personnel as a means to meet company operations objectives. Performs the continuous analysis of call center trends to predict the most advantageous method of future staffing.

365. CALL CENTER TRAFFIC SUPERVISOR - Is responsible for major segments for the overall traffic function. Monitors the accuracy and timeliness of reporting and quality and efficiency of call traffic. Determines solutions to systems quality problems. Will advocate operational improvements and communicate current company policies and procedures to subordinates. Is responsible for training new employees.

ENGINEERING AND TECHNICAL**Executive Group**

E220. CHIEF ENVIRONMENTAL EXECUTIVE - Responsible for the strategic development of policies and programs associated with classifying, solving, or minimizing environmental issues and concerns. Oversees and directs various engineering disciplines towards correcting such problems as air, water, and soil pollution. Minimizes the organization's environmental liabilities by coordinating company wide policies in regards to federal, state, and local standards and ordinances.

E230. CHIEF ENGINEERING EXECUTIVE - Plans and directs the overall engineering functions of the organization including product development, design, and technical support. Coordinates the establishment of long-term development objectives of the company and the creation, design, development, and modification of existing and new products with other members of senior management. Develops design criteria, formulates and monitors development budgets and schedules, and provides technical assistance to other functions within the organization. Typical position titles include vice president of engineering, chief engineer, etc.

E240. CHIEF RESEARCH EXECUTIVE - Plans research and development programs, policies, and procedures to maintain the organization's competitive position and profitability. Establishes budgetary and performance controls, maintains records on research, and coordinates with other functions in the organization such as marketing and manufacturing. Directs and coordinates research and development leading to new or improved products and processes. Provides overall direction to assure that technical, administrative, staffing, and scheduling targets are met within the framework of corporate policy and in accordance with generally accepted professional and scientific standards. Establishes priorities for research and development projects and monitors expenditures and progress towards goals.

E250. CHIEF QUALITY ASSURANCE EXECUTIVE - Responsible for the entire range of quality assurance activities in the organizational unit. Formulates and develops program design, policies, and procedures. Issues formal product process specifications and confers with other top management, customers, and other representatives in the planning, scheduling, coordinating, and directing of the quality assurance program in conformance with customer requirements, engineering specifications, government regulations, and production schedules. Typical titles may include vice president of quality assurance, director of reliability, etc.

Mid-Management and Supervisory Group

370. COST ESTIMATING, HEAD OF - Is responsible for the development and administration of programs to prepare cost estimates covering the design, tooling, manufacturing and/or modification and re-work of company products. May provide information for and participate in pricing decisions, but does not have responsibility of establishing prices for company products or services.

375. DRAFTING/DESIGN, MANAGER OF ALL - Is responsible for all segments of the drafting/design function either directly or indirectly through subordinate supervisors. Subordinate non-supervisory employees formalize designs (sketches and/or specifications) into detailed drawings and working plans and check the accuracy of these renderings. They may also revise existing plans to conform to engineering changes. Includes only those with the responsibility for drafting/design activity requiring a moderate to high level of design and drafting skill on the part of subordinate draftsmen/designers.

380. DRAFTING/DESIGN SUPERVISOR - Is responsible for the supervision of employees engaged in drafting/design activities, but is not responsible for all segments of the drafting/design function. Subordinates formalize designs (sketches and/or specifications) into detailed drawings and working plans and check the accuracy of these renderings. They may also revise existing plans to conform to engineering changes. Includes only those with the responsibility of a drafting/design activity that requires a moderate to high level of design & drafting skill on the part of the subordinate draftsmen designer.

382. SUPERVISOR OF ENGINEERING - Supervises the daily operations and activities of an engineering department. Responsible for formalizing work plans and directing their implementation. Assigns work to meet overall project deadlines. Evaluates the progress on projects and suggests changes. Interprets policies and procedures and ensures that they are followed within the department. Responsible for the training and development of subordinate staff. Responsible for financial budgets at the department level. Directly supervises engineers and technicians in the department with the authority to hire/terminate/promote and make compensation decisions for subordinate staff. Normally possesses and applies comprehensive knowledge in field of specialization. This position must have knowledge significantly crosses engineering fields and be capable of clearly defining organizational approaches to complex and/or large projects. Usually requires BS in engineering and 10+ years of engineering experience including some project management experience.

383. MANAGER OF ENGINEERING - Has the overall responsibility of ensuring that departmental goals/objectives are met. Manages fiscal responsibility for the entire department. Reviews and makes recommendations on policies/procedures to maximize departmental operating performance. Interacts with all levels of management. Develops and justifies evaluation, quality, and process criteria. Identifies technical issues of future importance. Responsible for an in-depth understanding of the overall organization. Directly supervises engineering supervisor(s).

384. DIRECTOR OF ENGINEERING - Directs the design, development, and implementation of all major engineering projects. Plans and supervises all phases of engineering. Develops and initiates procedures, methods, and processes for projects. Ensures that all corporate policies and procedures are uniformly understood and properly interpreted, implemented, and administered. Has overall project approval including budgets, deadlines, and personnel.

385. INDUSTRIAL ENGINEERING, MANAGER OF ALL - Is responsible for all segments of the industrial engineering function either directly or indirectly through subordinate supervisors. Responsible for the development and administration of industrial engineering policies and practices designed to improve operating performance, reduce waste and delays, and otherwise promote increased efficiency and reduced costs in the operations of the facility. Is responsible for all or some of the following functions: formulation and recommendation of work processes and changes in systems and procedures, development and recommendation of means to achieve the most advantageous utilization of machines and equipment, facilities, and manpower (e.g., planning of plant layout), development of cost control programs and cost standards, development of time standards, and the recommendation of production planning, scheduling, and control methods. Includes only those with jurisdiction over one or more industrial engineers whose work would qualify them for exempt status as professional employees under the Fair Labor Standards Act.

390. INDUSTRIAL ENGINEERING SUPERVISOR - Is responsible for the supervision of employees engaged in industrial engineering activities, but is not responsible for all segments of the industrial engineering function. Responsible for the development and administration of industrial engineering policies and practices designed to improve operating performance, reduce waste and delays, and otherwise promote increased efficiency and reduced costs in the operations of the facility. Is responsible for all or some of the following functions: formulation and recommendation of work processes and changes in systems and procedures, development and recommendation of means to achieve the most advantageous utilization of machines and equipment, facilities, and manpower (i.e., planning of plant layout), development of cost control programs and cost standards, development of time standards, and the recommendation of production planning, scheduling, and control methods. Includes only those with jurisdiction over one or more industrial engineers whose work would qualify them for exempt status as professional employees under the Fair Labor Standards Act.

395. QUALITY ASSURANCE AND CONTROL, SUPERVISOR/MANAGER OF ALL - Is responsible for all segments of the quality assurance and control function either directly or indirectly through subordinate supervisors. Responsible for the development of techniques and procedures for inspecting and testing company products and for conducting research on product defects in order to recommend modifications in products and/or quality standards on the basis of this research and of analysis of customer complaints. May also include the responsibility of actual inspection and testing operations.

400. ENGINEERING SERVICES MANAGER - Responsible for the management of a number of engineering services functions including, but not limited to, reproduction services, manufacturing engineering, drafting, design support, document control, and prototype production. Through supervisors and other subordinates, will direct the development and implementation of department systems, methods, standard practices, and procedures. Will review and establish material, equipment and person-power resource requirements, and coordinate activities/services with engineering, production, and marketing functions. Responsible for the employment,

training, motivation, and discipline of assigned employees.

405. SOFTWARE DESIGN ENGINEERING, MANAGER - Responsible for directing all activities related to the design, development, and implementation of software operating systems for products. Will oversee the development and application of advanced software/systems methods, theories, and research techniques and will apply them in the investigation and solution of technical manufacturing problems and product development programs. Will organize project and task workloads and select individuals to meet assignments on specific projects. Will provide adequate technical support for new product or process developments, production, and product problems and/or identify possible new areas for technical development.

410. TECHNICAL PUBLICATIONS, SUPERVISOR/MANAGER OF ALL - Is responsible for all segments of the technical publications function either directly or indirectly through subordinate supervisors. Responsible for compiling and writing text for service publications and/or product detail specifications. Subordinates may also perform layout work and prepare illustrations for manuals, catalogs, and other service publications. May have incidental responsibilities for artwork for advertising, publicity, and sales purposes. Does not include editors or advertising managers whose primary responsibility is the publication of sales brochures, direct mail pieces, company newsletters, or similar materials.

415. DOCUMENT CONTROL SUPERVISOR - Manages those engaged in the handling of document control including storing, retrieving, updating, and reproducing engineering/manufacturing documents such as drawings, parts lists, specifications, and the like. May administer the engineering change order (ECO) system and coordinate the preparation and review of ECOs. Ensures the implementation and administration of the drafting document control system. Ensures that master drawing files and history files are accurate, current, and that effective controls are maintained over drawings and other document records.

420. TOOL DESIGN, SUPERVISOR, MANAGER OF ALL - Is responsible for all segments of the tool design function either directly or indirectly through subordinate supervisors. Subordinate activities include the designing tools, jigs, fixtures, and other special devices for specified operations in the production function. Subordinates analyze engineering blueprints, operation specifications, and other engineering or shop data for the specified operation. From these blueprints/specifications/data, a design of the requested tool is developed. Subordinates also provide liaison service with tool fabrication agencies for the interpretation and correction of the design application. May also be responsible for the review and/or correction of the design of existing tools to conform to engineering and production changes.

425. RESEARCH AND DEVELOPMENT, SUPERVISOR/MANAGER - Is responsible for the planning, formulation, and direction of research and development activities in a particular department or for a specific segment of a department in an organization, but is not responsible for all research and development of the organization. Responsible for the recommendation, development, and administration of research programs concerned with new or modified products, devices, equipment, systems, methods, materials, or processes. Plans and formulates research and development proposals including project objectives, application of findings, equipment and manpower requirements, and project cost estimates. Reviews and evaluates proposals submitted and recommends those considered feasible to upper management. Oversees the implementation of methods and procedures for monitoring projects such as expenditure records, reports of findings, and project status reports. Reviews and evaluates research results and makes recommendations to upper management concerning the addition, expansion, or discontinuance of projects. Coordinates research and development conducted with similar work in other departments. Does not include the top research executive of the company or project leaders who have responsibility for only one project.

430. MECHANICAL ENGINEERING, SUPERVISOR/MANAGER OF ALL - Responsible for planning, coordinating, administering, and guiding the staff and activities of the mechanical engineering function of the organization. Directs and oversees the design and formulation of mechanical equipment and processes and supervises the assembly, installation, operation, maintenance, and adjustment of such equipment. Coordinates with other departments in the development of processes to achieve maximum quality, effectiveness, and volume. Provides administrative and technical instruction and assistance in support of department projects and research.

435. MANUFACTURING ENGINEERING, SUPERVISOR/MANAGER OF ALL - Responsible for planning, coordinating, administering, and guiding the staff and activities of the manufacturing engineering function of the organization. Coordinates with other departments of the manufacturing division to assure that functional requirements are met at the lowest cost. Directs and oversees product design and assembly to maximize the production levels of all manufacturing operations. Establishes policies and standards within the department and provides administrative and technical assistance in support of the department and division projects and research.

440. PRODUCT DEVELOPMENT MANAGER - Responsible for directing the development of an assigned product line. Will manage all phases of product development including concept, design, release, and production. Will coordinate staffing, development schedules, and budgetary requirements. Typically this position is the point-person between engineering, marketing, and manufacturing. Usually reports to the senior engineering executive.

442. HEAD PRODUCT/DEVELOPMENT ENGINEER - Responsible for design, development and application of new or existing products. This includes the optimizing of product design for purposes of manufacturing and/or processing; determining and planning manufacturing or processing sequence, tooling requirements, the analysis of methods to reduce operating time and costs prior to release to manufacturing.

445. GRAPHICS SUPERVISOR - Responsible for directing and supervising the staff and activities involved in graphics preparation and production. Assigns employees to tasks and oversees the creation, editing, design, and production of graphic materials. Provides the final edit on all publications and works closely with selected vendors to organize the printing and distribution of products. Sets standards for the department and assesses the need for changes to improve operations while decreasing spending.

450. ENVIRONMENTAL, SUPERVISOR/MANAGER - Responsible for directing and overseeing the environmental function of the organization. Organizes programs regarding air, water, and land preservation to assure compliance with all local, state, and federal regulations. Advises management regarding the prevention of pollution and represents the organization on environmental matters. Supervises the training and development of departmental employees and sets-up instructional programs within the organization to increase environmental awareness.

455. FIELD SERVICES SUPERVISOR - Responsible for supervising, coordinating, and scheduling field service engineers, technicians, and service representatives. Arranges training for both personnel and customers regarding the installation, service, usage, and preservation of company equipment. Retains records and analyzes both the rate of failure and the utilization of spare parts. Coordinates with engineering personnel to resolve equipment problems. Negotiates contracts for equipment and machinery and may develop prices for spare parts.

470. RESEARCH DIRECTOR - Responsible for overseeing all aspects of the organization's research activities. Evaluates and selects appropriate research projects for commitment of organization resources. Provides overall supervision to assure that technical, administrative, staffing, and scheduling targets are met within the framework of corporate and organizational policy and in accordance with generally accepted professional standards. Develops overall corporate research function objectives, policies, and budgets.

471. LABORATORY MANAGER - Manages laboratory units engaged in performing chemical and physical analyses and tests required for research, development, or quality control of processes or products. Establishes goals/schedules and coordinates laboratory administration including the purchasing and maintenance of laboratory equipment and supplies. Ensures that all activities are in compliance with organizational goals and applicable regulations.

MATERIAL, WAREHOUSE AND MANUFACTURING

Executive Group

E210. CHIEF PROCUREMENT EXECUTIVE - Responsible for planning, controlling, and coordinating all purchasing activities of the organizational unit. May also have additional responsibility for traffic, warehousing, and stock control, but not as primary functions. Typical position titles include vice president of purchasing, director of materials, director of procurement, purchasing agent, etc.

E350. DIRECTOR OF SUPPLY CHAIN MANAGEMENT - Responsible for overall supply chain activities. Plans and directs the procurement, transportation, storage, and delivery of raw, in-process and finished goods and/or materials. Generally oversees the production planning and inventory management systems plus direct customer service activities.

Mid-Management and Supervisory Group

475. MATERIAL CONTROL, SUPERVISOR/MANAGER OF ALL - Is responsible for all segments of the material control function either directly or indirectly through subordinate supervisors. Subordinate activities include examining such records as sales orders, manufacturing schedules, and inventory control records to determine quantities and delivery schedules for raw materials and purchased parts and assemblies required to sustain scheduled production. Subordinates then notify the Purchasing department to place orders and follow up with vendors to assure meeting of required delivery dates. Excluded are those with significant responsibility for production control and internal expediting.

480. PRODUCTION CONTROL, PLANNING AND SCHEDULING, HEAD OF - Responsible for the development and administration of programs to plan production schedules for operating departments. Activities include controlling load factors and workflow to insure the most efficient use of available capacity and the meeting of requirements for finished products. Also responsible for follow-up on actual versus scheduled production and adjusting schedules to meet unforeseen conditions.

485. PURCHASING, MANAGER OF ALL - Is responsible for ALL activities related to the purchase of materials and supplies according to approved requisition, either directly or indirectly through subordinate supervisors. Typical duties of subordinates would include the placing of orders with vendors, revising orders, and following up on orders to assure satisfactory delivery. Also included would be verifying packing slips to original orders and maintaining purchase orders or approved requisition files. Typical titles of non-supervisory subordinates might include buyers, purchasing clerks, typists, etc. Does not include those with substantial responsibility for purchasing goods for resale. Excluded are managers or executives responsible for establishing purchasing policy for the organization

490. PURCHASING SUPERVISOR - Has supervisory responsibility for employees engaged in the purchase of materials and supplies according to approved requisition, but is not responsible for all purchasing activities. Typical subordinate duties include the placing of orders with vendors, revision of orders, and following up on orders to assure satisfactory delivery. Also included would be the verifying of packing slips to original orders and maintaining purchase orders or approved requisition files. Typical titles of subordinates might include buyers, purchasing clerks, typists, etc. Does not include those with substantial responsibility for purchasing goods for resale.

495. SHIPPING/RECEIVING, MANAGER OF ALL - Is responsible for all segments of the shipping/receiving function either directly or indirectly through subordinate supervisors. Typical subordinate activities include the receiving, unpacking, and checking of incoming goods and materials and/or preparing goods for shipping. Subordinates are also responsible for verifying quantities of incoming or outgoing goods against purchase orders, packing slips and/or bills of lading, and checking for damaged goods. May be responsible for keeping records of goods received or shipped. May also be responsible for weighing and addressing outgoing goods, preparing or checking bills of lading, and for packing and wrapping goods to be shipped.

500. SHIPPING/RECEIVING SUPERVISOR - Is responsible for the supervision of employees engaged in shipping/receiving activities, but is NOT responsible for all segments of the shipping/receiving function. Typical subordinate activities include the receiving, unpacking, and checking of incoming goods and materials and/or preparing goods for shipping. Subordinates are also responsible for verifying quantities of incoming or outgoing goods against purchase orders, packing slips, and/or bills of lading and checking for damaged goods. May be responsible for keeping records of goods received or shipped. May also be responsible for weighing and addressing outgoing goods, preparing or checking bills of lading, and packing/ wrapping goods to be shipped.

505. TRAFFIC, HEAD OF - Is responsible for the development and administration of programs to determine the most advantageous and economical methods of shipment for company products. Also responsible for preparing schedules of prices and routes for shipping, preparing and submitting claims for shipping losses or damages, and updating records of freight tariffs as they are changed.

510. FLEET MANAGER - Will manage the day-to-day operation and maintenance of motor vehicles and equipment to ensure the timely delivery of products, services, and/or personnel. Will coordinate vehicles and drives and ensure sound operating practices, safety, and performance. Will prepare reports on vehicle usage, personnel, and will elevate safety problems to proper personnel.

515. WAREHOUSING OPERATIONS, SUPERINTENDENT/MANAGER OF ALL - Is responsible, either directly or indirectly through subordinate supervisors for the direction and coordination of all facility warehousing/storeroom activities. Typical subordinate activities include receiving, storage and shipment of raw materials and/or finished goods, and the maintenance of inventory control records. Subordinates may also be responsible for the movement of materials and goods within the plant. Does not include managers of warehouses, which exist as separate business enterprises or separate divisions where the manager has responsibility for a broad range of administrative as well as warehousing activity.

520. WAREHOUSE SUPERVISOR - Supervises employees engaged in warehousing activities, but is not responsible for all segments of the warehousing/storeroom function. Typical subordinate activities are the receiving, storage and shipment of raw materials, and/or finished goods and the maintenance of inventory control records. May also be responsible for the movement of materials and goods within the plant. Does not include managers of warehouses, which exist as separate business enterprises or separate divisions, where the manager has responsibility for a broad range of administrative as well as warehousing activity.

525. MATERIAL MANAGEMENT, HEAD OF - Is responsible for the direction, coordination, and physical progression of materials through the production system either directly or through subordinate supervisors. Responsibilities include the organization and management of purchasing, production scheduling and control, inventory and/or warehousing operations, shipping/receiving, and traffic. Does not include those managers who report directly to the CEO or the second in command.

530. INVENTORY CONTROL SUPERVISOR - Maintains control of stock or materials on hand in the department or company. Takes periodic physical inventory either directly or indirectly through subordinates. Places orders for items that have become depleted. Prepares reports, as needed, to forecast estimates and schedules of goods for both current and future use. Subordinate activities may include furnishing data to forecast estimates/schedules and keeping inventory records.

535. MAIL ROOM SUPERVISOR/MANAGER - Is responsible for receiving, sorting, and distributing incoming mail as well as preparing outgoing mail. Subordinates may also deliver and collect mail within the company.

540. PLAN MANAGER (DIVISION/SATELLITE) - Has complete responsibility for the day-to-day operations of a division plant. Following established goals and policies set by the parent company, ensures that objectives are achieved at the lowest cost consistent with quality requirements. Will delegate authority to key supervisors in production, production control methods, cost accounting, maintenance, and related operations.

555. DISTRIBUTION MANAGER - Plans, directs, and coordinates the ordering and distribution of products, parts, and accessories. Ensures the adequate and timely distribution of these elements to attain maximum sales potential consistent with efficient inventory product control.

PRODUCTION ASSEMBLY AND PROCESSING

Mid-Management and Supervisory Group

560. MINOR SKILLS ASSEMBLY SUPERVISOR - Is responsible for the direction of bench production assembly of products or parts of a relatively simple nature requiring, on the part of the assemblers, primarily manual dexterity and little or no previous related experience. The cycle of work in these assembly operations is ordinarily short with long work runs on the same or similar items. Subordinate assemblers are provided with detailed instructions as to exact procedures to be followed and their work is subject to a regular check and inspection. Does not include supervisors whose jurisdiction includes any assembly operations more complex than those outlined above.

565. SEMISKILLED ASSEMBLY SUPERVISOR - Is responsible for the direction of bench production assembly of components or products of a moderate degree of complexity requiring, on the part of the assemblers, good dexterity with hand tools and the ability to work to moderately close tolerances or with parts or components which require special care in handling. The work in these assembly operations is typically not highly repetitive, although the cycle of repetition may be short enough to allow the development of some habit patterns. Subordinate assemblers are able to work from wiring diagrams, detail blueprints, or other input documents of similar complexity and may make minor procedural decisions in their work within established guidelines. Excluded are supervisors whose jurisdiction includes any assembly operations more complex than those outlined above or who have a significant number of subordinate assemblers doing lower-level work.

570. SKILLED ASSEMBLY SUPERVISOR - Is responsible for the direction of bench production assembly of units or products that are highly complex and may require the ability to work to very close tolerances. The work cycle in these assembly operations is either long or completely non-repetitive involving a wide variety of operations. Subordinate assemblers must have a high degree of manipulative skill and be able to work from complex source documents with minimal supervision. Subordinates must have a thorough knowledge of the function of the items assembled and be able to determine the workability of the completed item. They may also perform troubleshooting and re-work. Excluded are supervisors who have a significant number of subordinate assemblers doing lower-level work other than that outlined above. Supervisors of engineering technicians are included.

575. ASSEMBLY OPERATIONS, SUPERVISOR OF ALL - Is responsible for the supervision, either directly or indirectly through subordinate supervisors, of all bench production assembly operations in the installation. Excluded are supervisors with significant responsibility for activities other than bench assembly operations.

580. SEMISKILLED PRODUCTION MACHINE OPERATIONS SUPERVISOR - Is responsible for the supervision of employees who perform highly repetitive types of short-cycle machine operations associated with quantity production of identical units. These employees are typically limited to starting, stopping, and feeding the machine and watching for imperfect operation. Setup is either uncomplicated with speeds, feeds, and tooling prescribed or performed by a setup man or supervisor. Typical machines that are operated are riveting machines, punch presses, wire extrudes, stitching machines, etc. Excluded are supervisors whose subordinates are primarily skilled machine tool operators.

585. SKILLED PRODUCTION MACHINE OPERATION SUPERVISOR - Is responsible for the supervision of employees who normally set up and operate a specified type of machine such as a lathe, milling machine, precision grinder, automatic screw machine, etc. Machines that are operated require skill in setting up, adjusting, and operating. Employees must be able to work from simple drawings, sketches, etc. and use that precision-measuring instruments directly related to their work. Journeyman machinist skills, however, are not required. Subordinate employees may occasionally transfer from one type of machine to another, but they are ordinarily classified according to the specific type of machine such as engine lathe operator, etc. Excluded are supervisors whose subordinates perform primarily semi-skilled machine tending involving highly repetitive operations and little skill in setup.

SKILLED CRAFT (PRODUCTION)**Mid-Management and Supervisory Group**

590. MACHINE SHOP SUPERVISOR (PRODUCTION) - Is responsible for the supervision of employees who perform multiple setups and operations to produce metal parts and assemblies on a production basis. Subordinates are typically journeyman machinists who are able to set up and operate a variety of machines such as lathes, mills, precision grinders, etc. to perform diversified machining operations. Subordinates must be able to work from complex blueprints and drawings, perform standard shop computations relating to dimensions of work, tooling, speeds, and feeds of machining, and use a wide variety of precision measuring instruments. Does not include supervisors whose subordinates typically operate only one type of machine or supervisors of experimental machine shops.

595. TOOL AND DIE SHOP SUPERVISOR - Is responsible for the supervision of employees who construct, repair, maintain, and calibrate machine shop tools, dies, jigs, fixtures, and instruments. Subordinate employees are normally required to have a high degree of skill in the operation of various machine tools and in the performance of such work as laying out, fitting, and assembling complicated parts and working to close tolerances. Work of these employees may include considerable developmental work, highly skilled fitting, timing, and adjusting construction of tools where no design is available. Excluded are supervisors with substantial responsibility for tool design activity, as opposed to tool construction.

600. SHEET METAL SUPERVISOR - Is responsible for the supervision of employees who fabricate, assemble, alter, and repair standardized sheet metal articles. Subordinate employees lay out jobs working from blueprints, specifications, templates and/or patterns and then cut, trim, form, shape, and assemble parts using various sheet metal fabricating machines and hand tools. Excluded are supervisors with substantial responsibility for experimental sheet metal work.

605. WELDING SUPERVISOR - Is responsible for the supervision of employees who weld metal objects together by means of an oxyacetylene torch or arc welding apparatus. Typical subordinate activities include the fabrication of metal shapes or articles and the repair of cracked or broken metal objects as well as layout work and cutting with a cutting torch. Includes only supervisors of welding activities requiring a moderate to high degree of welding skill on the part of subordinates. Excluded are supervisors who primarily supervise welding-machine operators or spot-welders.

INSPECTION**Mid-Management and Supervisory Group**

610. ASSEMBLY INSPECTION SUPERVISOR - Is responsible for directing the inspection of bench-assembled production components and assemblies (other than precision mechanical assemblies) to determine general workability and conformance to predetermined electrical and/or mechanical standards. Subordinate inspectors must be able to use standard inspection devices and/or basic testing equipment and follow well-defined procedures to set up, check, and inspect assigned items. These inspectors must be able to work from production schematics, specifications, and/or blueprints and have a good knowledge of general inspection techniques. Does not include supervisors who have a substantial number of subordinates who accept or reject items solely on the basis of visual observation or those who have responsibility for inspection of structural assemblies. Also excludes supervisors with responsibility for development of inspection standards or procedures.

615. PRECISION MECHANICAL INSPECTION SUPERVISOR - Is responsible for directing the inspection of machined parts and completed precision assemblies to determine precise conformance to predetermined specifications, tolerances, and workmanship standards. Subordinate inspectors must be proficient in the use of precision measuring instruments and may be required to make complex set-ups and perform first-article inspection. These inspectors are able to work from complex blueprints, inspection specifications, and verbal or written instructions using considerable independent judgment within established guidelines to determine methods of inspection that are to be used. Does not include supervisors with responsibility for developing inspection standards or procedures.

MAINTENANCE**Mid-Management and Supervisory Group**

620. JANITORIAL SERVICES SUPERVISOR - Is responsible for the supervision of employees who clean company facilities including such activities as sweeping, dusting, removing litter, cleaning lavatories, washing windows, and waxing floors. Supervised employees require only low-level skills. They may operate power-cleaning equipment, as required, and may work in office and/or shop. Excluded are supervisors who supervise maintenance workers as well as cleaning workers.

625. MAINTENANCE SUPERVISOR, BUILDING AND GROUNDS - Is responsible only for that part of the maintenance operation that is concerned with keeping company buildings in good repair and making minor alterations. Maintenance of grounds may be included in the jurisdiction of this foreman. Typical activities of subordinate employees include painting, minor plumbing and electrical repairs, carpentry, landscaping and landscape maintenance, replacing light bulbs and air conditioning filters, etc. Does not include supervisors with responsibility for all of the maintenance operations carried on in the facility or those with responsibility for installation and overhaul of production machinery and equipment.

630. MAINTENANCE SUPERVISOR, ELECTRICAL AND/OR MECHANICAL - Is responsible for only that part of the maintenance operation that is concerned entirely with the installation and maintenance of electrical and/or mechanical equipment and machinery used in company operations. Subordinate employees could include such classifications as maintenance electrician, maintenance mechanics, maintenance machinists, welders, oilers, etc. Does not include maintenance supervisors whose responsibilities include structural maintenance such as carpentry or painting or supervisors with substantial responsibility for janitorial services.

635. MAINTENANCE OPERATIONS, SUPERINTENDENT OF ALL - Is responsible for the planning, coordination, and direction of all maintenance operations performed by company employees in company facilities including the installation of equipment, preventive maintenance, and repair work. Typical subordinate functions, supervised either directly or indirectly through subordinate supervisors, would include maintenance of buildings, grounds (if any), production machinery, and electrical equipment. Janitorial services or security services may also be subordinate functions. Responsibility may include negotiation with outside contractors for the performance of some of the above functions. Does not include building managers who negotiate the leasing of space with tenants.

640. FACILITIES MANAGER - Responsible for directing and overseeing all functions of the organization associated with facilities and equipment. Organizes all phases

of new site acquisition, including evaluating bids and proposals, setting budgetary constraints, reviewing the qualifications of architects, contractors, and other personnel, and assessing the need for new systems and equipment. Schedules and supervises all employees working on the maintenance of buildings/grounds and maintains the operation of all utility systems. May also supervise the activities and employees of the company cafeteria and the security function of the organization.

645. GENERAL MAINTENANCE AND CONSTRUCTION MANAGER - Oversees employees who maintain, repair, and service plant equipment, buildings, and facilities. Will hire staff and allocate the necessary building materials in the construction of new buildings and facilities as well as the alteration or modification of existing structures.

PRODUCTION / OPERATIONS MANAGEMENT

Executive Group

E200. CHIEF PRODUCTION-OPERATIONS EXECUTIVE (MANUFACTURING) - Responsible for planning, controlling, and coordinating the entire range of production activities of the organizational unit related to manufacturing, including such functions or product fabrication processes. Ensures that company products are manufactured within cost, on schedule, and within specified standards. Typical position titles include vice president of manufacturing, vice president of production, vice president of operations, production manager, plant superintendent, etc.

E252. MANUFACTURING / PLANT EXECUTIVE - At the Plant level, responsible for machining, fabricating, welding, assembling or for the processing operations required in the production of the finished product, goods or services of the organizational unit. Reports to the Chief Manufacturing Executive and may also be responsible for plant personnel, quality, production and inventory control, etc.

E340. TOP INTERNATIONAL MANUFACTURING EXECUTIVE - Develops and implements international manufacturing policies and programs to help ensure the competitive position and profitability of all international operations. Ensures that all products are manufactured on schedule and within quality standards and cost objectives.

Mid-Management and Supervisory Group

650. PRODUCTION SUPERINTENDENT/MGR. - Is responsible for the direction and coordination of all production operations in a manufacturing facility, either through subordinate supervisors or direct supervision. Has responsibility for only the strictly production aspects of the manufacturing process. The jurisdiction does not ordinarily include engineering, maintenance, or material functions. Typical subordinate functions might include assembly operations, machining operations, processing or treating operations, and packaging. Does not include executives or others employees who have responsibility for the entire range of manufacturing-related, as opposed to strictly production, aspects of a manufacturing facility.

655. PRODUCTION TEST SUPERVISOR - Responsible for directing skilled and technical personnel including "lead personnel" involved in the test and the checking and inspection of electronic components, assemblies, systems, and modules. Reviews production and test schedules, material resources, test equipment availability, and manpower. Directs employees in maximizing testing objectives, maintaining quality, and attaining output requirements. Informs assigned employees of production and material problems and coordinates with support groups to resolve problems affecting schedules. Participates in establishing and modifying testing methods and processes by recommending changes in materials, equipment, and procedures. Maintains a variety of reports, records, and production documentation to reflect schedules, performance, methods, and the like.

660. PRODUCTION TEST MANAGER - Manages a multi-functional, multi-discipline, multi-product line, or major production test unit, department, or group. Through subordinate managers or supervisors, attains production goals consistent with cost, quality, and delivery requirements. Reviews and establishes material, equipment, and manpower resource requirements. Will develop and establish departmental standards and practices. Coordinates testing activities with other functions such as production, material, marketing, new product development, customer service, manufacturing engineering, test engineering, and the like. Responsibilities may include production test-related activities such as test equipment development, calibration, and similar technical assignments.

665. MANUFACTURING MANAGER - Is responsible for directing the operations of a manufacturing facility or major manufacturing project and coordinating activities of all major operating departments in a manner consistent with previously established corporate or division/ subsidiary policies and production objectives. Subordinate functions would ordinarily include production, maintenance, and various material functions such as shipping/receiving, material control, etc. Does not include executives who formulate production policy and objectives for the corporation or division/subsidiary or those managers who have responsibility for only the purely production aspects of the manufacturing operation.

680. PRODUCTION CONTROL MANAGER - Responsible for directing and overseeing all aspects of production scheduling and control. Coordinates with the production and inventory control functions to establish schedules that meet the needs and time requirements of all concerned departments. Analyzes problem situations and rearranges production schedules to accommodate such situations. Assesses production data daily to pinpoint trouble areas and suggests improvements as necessary.

685. PROCESS OPERATIONS, PRODUCTION SUPERVISOR - Will supervise employees involved in process operations such as semiconductor process equipment, chemical production equipment, continuous process operations, and the like. Reviews production schedules, materials, and manpower resources. Will coordinate personnel in order to maximize production objectives, maintain quality, and meet output requirements. Confers with assigned employees regarding process and materials problems and coordinates with support groups in the resolution of problems affecting schedules. Maintains a variety of reports and records/processes documentation to reflect schedules, performance, methods, process procedures, and the like.

690. PROCESS OPERATIONS, PRODUCTION MANAGER - Manages an assigned multi-functional production process unit, department, or group. Directs activities through subordinate managers or supervisors to meet production goals consistent with cost, quality, and delivery requirements. Reviews and establishes material, equipment, and manpower resource requirements. Develops and establishes department standards and practices. Coordinates production activities with other functions such as material, marketing, new product development, customer service, manufacturing engineering, inspection, and the like. Overall responsibilities may include production-related activities such as process engineering, material planning/control, facilities maintenance, or related functions.