



western  
management  
group

Fragrance, Beauty and Personal Care  
2010 Compensation Survey

## INVITATION TO PARTICIPATE

1 April 2010

We invite your participation in the 6th annual edition of the Fragrance, Beauty & Personal Care Compensation Survey. This survey has been developed to capture compensation data (including Annual Base Pay, Bonus, Profit Sharing, Total Compensation and Targeted Bonus percentage) for the unique positions within the Fragrance, Beauty, and Personal Care industries.

We're confident that this data will provide participants with a comprehensive understanding of the competitive compensation marketplace for the Fragrance, Beauty, and Personal Care Industries. Most of the job families include entry level individual contributors through executive levels.

Some of the jobs the survey captures are Chemists, Microbiologists, Scientists, & Technicians within the following functional areas:

- Fragrance
- Research & Development
- Quality Assurance
- Product Stability

Also included are Floor Sales positions such as Beauty Consultant, Fragrance Consultant, and National Make-Up Artist along with management positions for those areas.

The schedule for this survey is:

1 June 2010	Effective date of data
15 July 2010	<b>Deadline for submission of data to WMG</b>
September 2010	Results available for participants

In order to ensure that participating companies will be able to use this data for compensation program design purposes, participants will need to meet the July 15th input deadline. Those who submit data on-time will receive a \$50 discount. If you anticipate having difficulty in meeting this deadline, please contact us directly.

Western Management Group is a consulting firm whose practice, since 1972, has been exclusively oriented to development and conduct of third party, specialized compensation surveys. All data received by Western Management Group is safeguarded in accord with the highest professional standards. You may be assured that no company will have independent access to your data. All data for this survey will remain confidential and will not be divulged to any outside party.

We invite and welcome your participation and trust that the resulting report will be of considerable value in the analysis of your compensation programs. Should you have any questions regarding the survey, please feel free to contact me directly.

Sincerely,

Toni McGrath  
408-399-4900, ext. 229  
[toni@wmgnet.com](mailto:toni@wmgnet.com)



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## KEY SURVEY FEATURES

- Total Cash Compensation data including Base Salary, Annual Bonus Earned, Profit Sharing, and Targeted Bonus.
- Geographic breakouts of data for major regions, state, and over 100 major metropolitan areas throughout the country.
- Product and Revenue Level breakouts.
- Twenty-four participants were included in the 2009 edition.
- Over 65 benchmark jobs, each with detailed job descriptions.

## NEW FOR 2010!

- Significantly **REDUCED PRICES** for 2010!
- **Expanded Survey Results Options** - You now have three reporting options, all available with full-year on-line access through **DataCentral®**. You can access **DataCentral** on a 24x7 basis and get immediate results. Uploadable job descriptions in Excel, Word and Adobe Acrobat are also provided at no additional cost. Three subscription levels are available: Standard Reports, Comparison Analysis Reports and Custom Results Generation.
- Job list has been streamlined to allow for closer focus on true benchmark positions.
- NEW Job has been added: Fragrance Spritzer – Job code 901.

## SURVEY SCHEDULE

Our schedule calls for the production and distribution of this year's survey in September 2010. In order to meet this output schedule, it is extremely important for you to submit your information to us as soon as possible, so we may audit and verify your entries, and have adequate time to clarify any data or policy questions with you.

*April 2010*

Distribution of Input Materials to invited participants

*1 June 2010*

Effective date of data

***15 July 2010***

**Deadline for submission of data. Earn a \$50 discount for "on-time" data**

*September 2010*

Production and distribution of survey results to participants



**SURVEY FEES**

The report fees for your company will depend on the level of subscription you choose. New for 2010 we are offering **FULL YEAR** access to the survey results via our **DataCentral®** online survey report tool, no matter which level of access you have chosen. The three options offer you the choice of the complexity of analyses, comparisons, and customization of results from the survey database. With all levels of subscription, you have access to the results in PDF and XLS Formats, including uploadable versions.

<b>DataCentral® Subscription Level</b>	<b>Early Order Fee</b>	<b>Normal Fee Ordered by 1 Sept</b>
Standard Report Option	\$ 500	\$ 600
Hard Copy of Standard Report (in addition to the fee above)	\$ 125	\$ 125
Comparison Report Option	\$ 800	\$ 900
Custom Report Option	\$ 1,400	\$1,500

**DISCOUNTS!**

**You can earn significant savings on your participation fees!**

- \$ 50 On-Time Discount if you submit your pay data by 15 July 2010
- \$ 100 Early Order Discount if you place your report order by 1 September 2010
- \$ 100 Previous Participant Discount for all 2009 Fragrance, Beauty, & Personal Care Survey Participants
- \$ 200 New Participant Referral Discount to you for each new participant you refer – PLUS the company you refer also receives this discount!

## SURVEY RESULTS DATACENTRAL – SUBSCRIPTION LEVELS

Whether you only need the Standard Report in PDF or XLS format covering all of the participants and all of the jobs, or complex reporting “drill-down” capabilities, all participants will receive a **FULL YEAR** of 24x7 access to **DataCentral®** to download your reports online, and get immediate results to both the Standard Report AND the Custom Reporting options that give full customizing report capabilities.

### ■ STANDARD REPORT

Download the full survey Standard Report which contains ALL data from ALL participants. Your data is included in the computation of job data statistics and totals. Available in both Adobe Acrobat and Excel formats, at no additional cost. A hard copy, printed version of the Standard Report is also available for an additional \$125.

- **Job Descriptions:** Uploadable job descriptions in Excel, Word and Adobe Acrobat are also provided at no additional cost.
- **Summary Report:** Displays the employee weighted or simple average of each pay element for each survey job.
- **Detail Report:** For each survey job, displays employee weighted averages, simple averages and percentile data for each pay element as well as base-to-bonus earnings mix data, and percent of employees eligible for LTI.
- **Breakout Report:** For each survey job, displays averages of each pay element broken out by Product Sector, Geographic Area and Company Revenue.
- **Uploadable Excel Report:** Provides a job-by-job spreadsheet report with all of the major statistics and pay elements laid out in a readily uploadable format for third party analysis software.

### ■ COMPARISON REPORT OPTION

With the Comparison Report Option, your data and comparison statistics are displayed separately, and you may choose to include or exclude your own data from the market results calculations, **plus** then you have the ability to filter and compare your data to ALL data from ALL participants, or a Geographic area, or an Industry of your choice.

#### **Includes all of the above reports from the Standard level PLUS**

- **Market Comparison Report:** The Market Comparison Report displays how your company compares to the market in graphic and tabular formats.

### ■ CUSTOM REPORT OPTION

The Custom Report Option offers detailed and full customized reporting capability. Ideal for participants who need reports based on a selected set of participants or to meet specific scoping criteria. You have complete control and flexibility in defining your own reports.

- Company Selections
- Company Size by Revenue or Employment
- Product Category
- Geographic Area: Region/State/Metro Area
- Data Elements and Statistics Calculations
- Custom Percentiles
- Standard Deviations
- Weighted and Simple Averages
- Data Aging
- And much more!

#### **Includes all of the above reports from the Standard and Comparison levels PLUS**

- **Uploadable Excel Breakout Report:** Similar to the Uploadable Excel Report above, **PLUS** adds the ability to split the results into categories such as Geography, Product, or Revenue.

For a live demonstration of the power, flexibility and capabilities of **DataCentral** go to [www.wmgnet.com](http://www.wmgnet.com) and log on to **DataCentral** with the User Name: DEMO and the Password: DEMO, or call Toni McGrath at 408 399 4900 ext 229 for a guided tour.

Fragrance, Beauty and Personal Care  
2010 Compensation Survey



2010 Fragrance, Beauty & Personal Care Compensation Survey  
Summary Report  
Report ID = Sample Report



3/26/2010 07:51:30 AM

WMG Job Title	June 1, 2010 Base Pay	Most Recent FY Bonus Payout	Most Recent FY Profit Sharing Payout	Total Annual Compensation	2010 Target Bonus Percent	REPRESENTS: Employee Weighted Average		
						Span of Control	Total Number of Incumbents	Total Number of Companies
102 Scientist - Experienced/Fully Qual	\$68,476	\$5,402	\$11,039	\$72,576	8.81%		88	7
103 Scientist - Expert/Master	\$88,405	\$7,452	\$14,472	\$97,746	8.25%		33	7
104 Scientist - Consult/Principal	\$101,411	\$11,085	\$18,741	\$115,047	10.76%		12	5
111 Chemist - Entry/Assoc	\$51,880	\$2,826	\$3,008	\$54,708	4.43%		73	10
112 Chemist - Experienced/Fully Qual	\$58,561	\$3,554	\$500	\$63,544	2.86%		174	15
113 Chemist - Expert/Master	\$75,155	\$4,442	\$618	\$77,699	4.84%		42	8
122 Microbiologist - Expert/Fully Qual	\$66,347	\$3,495	\$539	\$67,174	2.92%		27	9
151 Technician - Entry	\$35,516	\$1,641	\$6,542	\$37,153	4.33%		15	7
152 Technician - Experienced	\$41,210	\$1,328	\$328	\$41,717	2.35%		147	14
153 Technician - Senior	\$43,176	\$2,832	\$417	\$43,531	0.75%		31	8
201 R&D Manager A	\$94,539	\$6,613		\$100,349	9.0%	2	18	8
203 R&D Manager B	\$114,428	\$9,143	\$19,875	\$122,811	11.51%	5	34	11
205 R&D Director	\$148,864	\$21,798		\$166,443	17.92%	12	31	11
207 R&D Vice President	\$219,446	\$58,456	\$82,838	\$264,041	27.5%	50	9	6
402 Process Devel Eng - Experienced	\$69,861	\$3,364		\$72,103	6.42%		9	5
411 Compounding-Entry	\$28,115	\$1,481		\$28,382	4.41%		72	5
417 Compounding Super/Manager	\$58,359	\$4,071	\$11,348	\$62,325	7.0%	15	23	9
501 QA Manager A	\$79,569	\$4,307	\$710	\$82,434	10.71%	6	12	6
503 QA Manager B	\$92,656	\$4,783	\$545	\$97,455	9.41%	16	18	7
505 QA Director	\$129,189	\$14,143	\$4,070	\$141,772	16.26%	16	15	10
507 QA Vice President	\$191,564	\$49,494		\$200,213	21.25%	159	6	5
702 Compliance Spec - Experienced	\$60,111	\$5,511	\$13,800	\$64,246	9.0%		10	6
725 Regulatory Compliance Director	\$125,891	\$16,539		\$136,080	15.71%	4	9	8
852 Package Designer/Engr - Experienced	\$63,574	\$4,096	\$1,690	\$65,261	2.78%		27	9
853 Package Designer/Engr - Expert	\$78,920	\$6,594	\$6,004	\$85,639	5.21%		15	7
863 Packaging Design Engr Mgr B	\$97,793	\$7,557	\$2,395	\$104,465	9.85%	3	30	9
865 Packaging Design Engr Director	\$141,445	\$14,437	\$8,956	\$157,828	15.15%	8	13	7
916 Beauty & Frag Consult Jobs Combined	\$27,570	\$12,458		\$31,723	0.0%		249	5
931 Counter Manager	\$44,072	\$3,626	\$516	\$46,517	6.31%	1	61	5
961 Beauty/Frag Sales Mgr Multi-Store	\$66,627	\$2,791	\$578	\$67,856	6.08%	11	358	7
971 Regional Sales Mgr	\$96,372	\$5,471	\$948	\$97,351	3.01%	17	99	8
991 Area VP Sales	\$187,250	\$44,548	\$1,699	\$206,015	11.56%	28	22	7
4702 Asset Brand/Prod Mgr-Bach Entry	\$53,835	\$4,153	\$10,024	\$56,279	9.14%		15	6
4722 Associate Brand/Product Mgr	\$66,800	\$4,518	\$11,355	\$68,940	3.66%		36	8
4732 Brand/Product Manager	\$87,391	\$5,144	\$12,922	\$91,382	10.27%	2	69	13

Empty Cell = No data or insufficient data for analysis.

**2010 Fragrance, Beauty & Personal Care Compensation Survey**



Detail Report  
Report ID = Sample Report

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**201 R & D MANAGER A**

	June 1, 2010 Base Pay	Most Recent FY Bonus Payout	Most Recent FY Profit Sharing	Total Annual Compensation	2010 Target Bonus Percent	Span of Control
90th Percentile	\$72,100	\$4,891		\$74,531	8.0%	9
75th Percentile	\$65,600	\$4,163		\$66,375	5.0%	8
50th Percentile	\$56,850	\$3,348		\$57,380	0.0%	4
25th Percentile	\$50,450	\$2,553		\$51,090	0.0%	3
10th Percentile	\$44,116	\$2,205		\$45,000	0.0%	2
Number Of Employees	174	40	58	174	105	13
Employee Weighted Average	\$58,561	\$3,554		\$59,544	2.86%	5
Number Of Companies	15	5	1	15	9	7
Company Weighted Average	\$59,257	\$3,558		\$60,754	4.77%	5
Earning Mix	97.17%	2.34%	0.47%	100%		
Percent Of Total Employees Eligible For Payment		24.14%	36.21%			
Percent Of Companies With Employees Eligible For Payment		40.0%	20.0%			
Percent Of Eligible Employees Actually Receiving Payment		95.24%	92.06%			
Percent Of Total Employees Receiving Payment		22.99%	33.33%			
Impact: Other Cash/Base Pay - Total Employee Count		1.39%	0.28%			
Impact: Other Cash/Base Pay - Employees Receiving Payment		5.25%	0.91%			

Percent of Total Employees Eligible for LTI      Stock Option: 0.57%      Long Term Cash: 0.0%      Both Stock & Cash: 0.0%

Empty Cell = Insufficient or no data for analysis.

Fragrance, Beauty and Personal Care  
2010 Compensation Survey



2010 Fragrance, Beauty & Personal Care Compensation Survey



Breakout Report  
Report ID = Sample Data

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REPRESENTS: Employee Weighted Average

112 CHEMIST-EXPERIENCED/FULLY QUALIFIED

	June 1, 2010 Base Pay	Most Recent FY Bonus Payout	Most Recent FY Profit Sharing Payout	Total Annual Compensation	2010 Target Bonus Percent	Total Number of Members	Total Number of Companies	Relative Index
<b>PRODUCT SEGMENT</b>								
Other or Combination	\$58,044	\$2,538	\$500	\$61,082	1.26%	82	5	98.95%
Personal Care	\$55,949	\$5,000		\$60,949	3.33%	7	5	96.36%
<b>REGION</b>								
NE - Northeast	\$62,167	\$5,218		\$67,385	8.33%	40	5	108.81%
<b>REVENUE LEVEL</b>								
\$1.0 to \$4.999 Billion	\$59,062	\$4,857		\$63,919	9.38%	74	5	100.51%
Total Job								
Overall National Average	\$58,561	\$3,554	\$500	\$62,615	2.86%	174	15	100.0%

Empty Cell = No data or insufficient data for analysis.

Note: No breakout data is displayed where less than 5 companies are reporting to any region, product or revenue cut. All data for this job is used when calculating the relative index.

**Fragrance, Beauty & Personal Care Compensation Survey**

MARKET COMPARISON REPORT  
REPORT ID = Sample Report - Fictitious Data

17-MAR-10

101 SCIENTIST - ENTRY/ASSOCIATE

Report analysis based on the Total Compensation of 4 Employee(s) from My Company and 306 Employees from 50 other companies.

	My Data	Market Data	Variance %	Variance \$
10th	\$41,444	\$37,500	10.51%	\$3,944
25th	\$41,444	\$40,998	1.08%	\$446
50th	\$41,444	\$44,555	-6.99%	(\$3,111)
75th	\$65,998	\$50,000	31.99%	\$15,998
90th	\$65,998	\$57,650	14.48%	\$8,348
Employee Average	\$53,721	\$46,330	15.95%	\$7,391
Company Average	\$53,721	\$46,417	15.73%	\$7,304



Emp Avg Variance % - Over/Under Salary Checkup



2009 SURVEY PARTICIPANTS

Alberto-Culver

Aveda

Avon

Chanel

Clarins

Colomer USA

Conrex Pharmaceuticals

Coty

Crabtree & Evelyn

Duty Free Shops

Elizabeth Arden

Herbalife

KIK Custom Products

Kolmar Labs

Limited Brands

L'Oreal

Mary Kay

NBTY

NeoStrata

PCA

Pharmavite

Thibiant International

Ulta

Yankee Candle Company

## SURVEY JOBS INDEX

**Bold = New Job**

### TECHNICAL

**Note:** Use the Job Focus Code (Column B on the smartscreen) to identify the functional work area of each incumbent in the Technical Job Family. Use the Scientist Job Family (Jobs 101-106) when your technical jobs are blended or a combination of disciplines. This series is also the "default" when no other can be specifically identified.

- 101 Scientist – Entry
- 102 Scientist – Fully Qualified
- 103 Scientist – Expert
- 104 Scientist – Consultant
- 111 Chemist – Entry
- 112 Chemist – Fully Qualified
- 113 Chemist – Expert
- 114 Chemist – Consultant
- 121 Microbiologist – Entry
- 122 Microbiologist – Fully Qualified
- 123 Microbiologist – Expert
- 124 Microbiologist – Consultant
- 151 Technician – Entry
- 152 Technician – Experienced
- 153 Technician – Senior
- 157 Technician Supervisor

### RESEARCH AND DEVELOPMENT

- 201 R&D Manager A
- 203 R&D Manager B
- 205 R&D Director
- 207 R&D Vice President
- 209 Top R&D Executive

### FRAGRANCE EVALUATION

- 311 Fragrance Evaluator – Entry
- 312 Fragrance Evaluator – Fully Qualified
- 313 Fragrance Evaluator – Expert
- 314 Fragrance Evaluator – Consultant
- 331 Fragrance Manager A
- 333 Fragrance Manager B
- 335 Fragrance Director

## SURVEY JOBS INDEX (Continued)

### MANUFACTURING/PRODUCTION

- 401 Process Development Engineer – Entry
- 402 Process Development Engineer – Fully Qualified
- 403 Process Development Engineer – Expert
- 404 Process Development Engineer – Consultant
- 411 Production Compounder – Entry
- 412 Production Compounder - Fully Qualified
- 413 Production Compounder - Expert
- 417 Production Compounding Supervisor/Manager

### QUALITY ASSURANCE

- 501 QA Manager A
- 503 QA Manager B
- 505 QA Director
- 507 QA Vice President

### REGULATORY COMPLIANCE

- 701 Compliance Specialist – Entry
- 702 Compliance Specialist – Fully Qualified
- 703 Compliance Specialist – Expert
- 721 Regulatory Compliance Manager A
- 723 Regulatory Compliance Manager B
- 725 Regulatory Compliance Director

### PACKAGE DESIGN/PACKAGE ENGINEERING

- 851 Package Designer/Engineer – Entry
- 852 Package Designer/Engineer - Fully Qualified
- 853 Package Designer/Engineer – Expert
- 861 Package Design/Engineering Manager A
- 863 Package Design/Engineering Manager B
- 865 Package Design/Engineering Director

### FLOOR SALES POSITIONS

- 901 Fragrance Spritzer**
- 903 Beauty Consultant
- 913 Fragrance Consultant
- 923 National Make-Up Artist
- 931 Counter Manager
- 961 Beauty/Fragrance Sales Manager - Multi-Store
- 971 Regional Sales Manager
- 991 Area Vice President Sales

**SURVEY JOBS INDEX (Continued)**

**BRAND/PRODUCT MANAGEMENT**

- 4702 Assistant Brand/Product Manager – Bachelor Entry
- 4712 Assistant Brand/Product Manager – Master Entry
- 4722 Associate Brand/Product Manager
- 4732 Brand/Product Manager
- 4742 Senior Brand/Product Manager
- 4752 Marketing Director
- 4762 Vice President Brand/Product Marketing

## PolicyCentral® – ONLINE POLICIES AND PRACTICES RESOURCE

Compensation related policy and practices information from all of our surveys is collected and analyzed through our website at **PolicyCentral** – your online source for the compensation policy issues. Simply log on at [www.wmgnet.com](http://www.wmgnet.com) and click on **PolicyCentral** to complete this portion of your survey.

Please update your **PolicyCentral** information on the following “Core Topics” by **1 June 2010**.

BE-60	Benefits: Retirement Plans: 401(k) Type Plans
BO-25	Bonuses: Individual Performance (Except Sales)
ET-10	Employment Turnover/Reduction in Force
HO-16	Holidays: 2010
HO-17	Holidays: 2011
IN-10	Insurance: Accidental Death & Dismemberment (AD&D)
IN-15	Insurance: Group Life
IN-20	Insurance: Health & Medical
IN-30	Insurance: Long Term Disability (LTD)
IN-35	Insurance: Short Term Disability (STD)
PA-50	Pay Administration Methods
PA-55	Pay Increases: General and COLA's
PA-60	Pay Increases: Merit Budgets & Plans
PA-75	Pay Range: Methods & Policies
PA-80	Pay Range: Percent Change

We understand that it may require an initial investment of your time to enter your company's data the first time for these “Core Topics”, but once your data is in, updating it next year won't take as much of your time; you only need to review and update your changes for “time sensitive” topics annually. All of your previous data is retained for modification, and if you are in multiple WMG surveys, you only need to enter/update annually, and it covers all of your surveys, and you will be eligible for multiple discounts!

Over 100 additional topics are also available and once you enter your own data on any topic, you can generate a report for that topic.

***In PolicyCentral you are able to customize your reports by selecting specific companies, product groups, survey groups, geographic areas, and more. You can also receive reports in colorful graphics and uploadable spreadsheet format – all free of any additional charge.***

Enhanced Selection and Reporting Capability can be based on the following: (Data will not be displayed if there are less than 5 organizations reporting.)

- Industry
- Headquarters Location
- Size of Organization
- Employee Population
- Annual \$ Revenue
- Specific WMG Survey Participants
- Age of Data
- Specific Company Selections
- Ability to Include or Exclude your own data
- Tabular and Graphic Analysis/Display
- Results loadable to Excel files

You can logon at [www.wmgnet.com](http://www.wmgnet.com) to report and access your **PolicyCentral** information. If you are a new participant, or have misplaced your username and password, call or email Toni at 408.399.4900 ext. 229 or [toni@wmgnet.com](mailto:toni@wmgnet.com).

## PREVIOUS JOB MATCH REPORT

If you were a participant in the 2009 Fragrance, Beauty, & Personal Care Compensation Survey, you can access your previous job matches and data by logging on at <http://www.wmgnet.com> . Once logged in, choose "My Recent Survey History" to access your Previous Job Match Report and previous SmartScreen. They are also accessible from the 2010 SmartScreen. If you have misplaced your username and password, call or email Toni McGrath at 408 399 4900 ext 229 or [toni@wmgnet.com](mailto:toni@wmgnet.com) .

## DATA CONFIDENTIALITY AND SECURITY

- Participation in the survey implies agreement to share data with all other participants in the Fragrance, Beauty, & Personal Care Compensation survey on a mutual exchange basis, providing that the normal data confidentiality and security provisions are met. In order to protect the confidentiality of the data there are several additional safeguards in effect.
- No company identification will be associated with any data or reports generated from the database, except a participant's own data and reports.
- All reports and data presentations are available only in "aggregate" form and display summary information only.
- To ensure confidentiality, reports will NOT be produced for any participant unless the following criteria are met:
  - Report requests should contain a minimum of five or more survey participants, in addition to the requester.
  - No reports on individual jobs will be produced in which data from any single company (other than the requestor) represents over 33.3% of the total data in a given job OR if there are less than five companies (including your own) reporting data on a given job.

## SmartScreen® – DATA ENTRY SIMPLIFIED

A pre-formatted **SmartScreen**® Excel template is available to simplify your data entry. The **SmartScreen** template is an Excel based application that provides a flexible/user friendly interface to input, validate and securely submit your survey data. **SmartScreen** also provides you with an import capability and validity checking for those with large files for submission. You can "cut & paste" into it from your other internal data sources. The spreadsheet will highlight data that is not formatted correctly and/or data that does not fall within specified reasonable limits on each job. You are able to verify your data before submitting it to WMG, thus greatly increasing the validity of the data. It is available at no additional cost.

You can download the **SmartScreen** Excel template from:

<http://www.wmgnet.com/DNN/Portals/0/FB/FB10SS.xls>

Once you have entered your data, performed the "Validate Pay Data" function of your **SmartScreen** and saved your data on your computer, you can submit your SmartScreen as follows:

- Save the **SmartScreen** file to a location of your choice on your computer. Click on the "SUBMIT" tab and follow the easy steps to upload directly and securely to the WMG website. This is your most secure method to submit your data, as it is sent in an encrypted format.

**OR**

- Save the **SmartScreen** file to a location of your choice on your computer. Attach the completed file to an e-mail message and send to Toni McGrath at [toni@wmgnet.com](mailto:toni@wmgnet.com)

When your **SmartScreen** data is received in our office, it is reviewed and edited for completeness, reasonability and validity prior to acceptance and use in the survey database. All data is passed against complex edit standards that have been designed to identify questionable data entries and job matches. All data entries that do not meet this check will be brought to your attention for verification and must be either substantiated or eliminated.

We strongly recommend that you keep a file copy of all information submitted to the survey for reference should we need to contact you for verification, and as a protection against loss. If you need assistance interpreting the input requirements, matching your jobs to the survey classifications or completing your **SmartScreen** please call or email Toni McGrath at 408 399 4900 ext 229 or [toni@wmgnet.com](mailto:toni@wmgnet.com).

## SmartScreen® - LAYOUT AND SPECIFICATIONS

Participants with large data files are advised to format them as specified below and import to the **SmartScreen** template for validation prior to submission to WMG. Please call Toni McGrath at 408 399 4900 ext 229 if you have questions about the use of the SmartScreen, if you have a data file exceeding 65,000 records, or for proper formatting of your file.

- Report annual dollars, whole numbers – DO NOT include cents
- If you have used formulas to calculate fields, convert the formulas to “values” prior to uploading to **SmartScreen**
- When entering ZIP Codes, use the five digit ZIP code; DO NOT include the four digit extension
- DO NOT include decimals, dollar signs (\$) or cents – These will be formatted for you
- DO NOT add columns of information not defined on the Record Layout below
- DO NOT use any field delimiters
- DO NOT include or add hidden columns, or change the order of the columns
- DO NOT assign a password to the document. You can use the “Submit” tab to directly and securely upload your file

Column	Survey Data Element	Definitions Page
A.	WMG Survey Job Code	16
B.	Job Focus Code	16
C.	Company Job Title	16
D.	Product Code	16
E.	Base Pay (Annual Rate as of 01 June 2010)	17
F.	Individual/Group Variable Cash	17
G.	Other Variable Cash	17
H.	Total Cash (E+F+G)	18
I.	Variable Cash Eligibility Code	18
J.	Target Variable Cash Percentage	18
K.	Span of Control	18
L.	ZIP Code – Work Location	19
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O.	Comments	19

## SURVEY DATA ELEMENTS

Below are the definitions of each item on the **SmartScreen®**, listed in order by column.

Data Effective Date for the survey is **1 June 2010**. Data reported should reflect policies and compensation in effect on 1 June 2010. All employees submitted must be on Active Pay Status as of 1 June 2010. EXCLUDE those who are on LOA, disability, sabbatical, or similar non-active status. Report data for each individual employee matched to the survey job.

### A. WMG SURVEY JOB CODE

Identifies the job which this employee performs. Refer to the accompanying descriptions for detailed job content and to verify job matching requirements and scoping factors. The employee should perform at least 80% of the content of the job to be reported as a match to it. See below regarding matching of multiple levels in a job family and blended jobs.

### B. JOB FOCUS CODE

This code applies to the following technical job families (job codes 101-157). It indicates the functional area in which the incumbent works:

- Chemist
- Scientist
- Microbiologist
- Technician
- Technician Supervisor

Use one of the following focus codes for incumbents in job codes 101-157.

**F** = Fragrance

**R** = Research & Development

**Q** = Quality Assurance

**S** = Product Stability

**X** = Blended (more than one of the codes apply)

**U** = Unknown

### C. COMPANY JOB TITLE

Enter your internal company job title for each job reported. Titles that are longer than 50 characters will be truncated. Please abbreviate where possible.

### D. PRODUCT CODE

Represents the major product orientation for the employee. Code may vary by employee. Your company may be reported to multiple Product Codes.

- **CO** *Cosmetics*: Color Products (eye shadows, blushes, lipsticks, nail polish), mascaras, foundations, powders
- **CP** *Cleaning Products – Household*: Floor wax, floor cleaner, carpet cleaner, laundry soap, dish soap
- **FH** *Fragrances – Household*: Air fresheners, potpourri, candles, dryer sheets
- **FP** *Fragrances – Personal*: Perfumes, colognes
- **HC** *Hair Care*: Styling products Shampoo, conditioner, coloring products
- **PC** *Personal Care*: Skin Care, moisturizers, face cleansers, toners, sunscreens, anti-aging creams, bronzers, body soap, shaving products, antiperspirants, deodorants, dental care
- **HP** *Healthcare Products*: Over-the-counter formulations, supplements, vitamins, and other health and medical related products
- **ZZ** *Other or combination*

## SURVEY DATA ELEMENTS (Continued)

### E. BASE PAY (ANNUAL RATE AS OF 01 JUNE 2010)

Annual base salary is the regular base salary paid through the payroll. Such payments represent pre-tax and pre-401(k) deferrals amounts. Includes all cash earned as base salary. Exclude incentive-related income (reported under Individual/Group Variable Cash below), and exclude over-time pay. Reflects the annual base pay rate in effect as of **01 June 2010**. Pro-rate if employee is part-time.

### F. INDIVIDUAL/GROUP VARIABLE CASH

Annual cash payments earned (whether paid or not) for the most recent completed plan year for any of the following programs. Report actual amounts earned, not targeted amounts. **For part-time employees or those who have been in the position for less than a full year and received a pro-rated bonus, report payments as annualized amounts. If you are unable to report annualized amounts, do not report a bonus amount.**

**Do not report partial year payments.** If amounts are for less than a full year, you can report using one of the following methods:

- Pro-rate the typical, full year variable performance earnings and bonus.

**OR**

- Do not report any bonus amount that is for less than a full year; indicate that employee as eligible only.

**Include:**

Sales Incentives/Commissions  
Individual Performance Bonus  
Discretionary Bonus  
Short Term Cash Payouts  
MBO Bonus

Key Contributor Awards  
Lump Sum Merit Increases  
Holiday Bonuses  
Spot Awards  
Team/Group/Unit Bonus

**Exclude:**

Profit Sharing  
Shift Differentials  
Stock Grants/Options  
Patent/Suggestion Awards  
Hiring/Retention Bonuses  
Long-term or retirement plan payments

Gainsharing Awards  
Overtime  
Lead Premiums  
Car Allowances  
Gross-up amounts paid for tax purposes

### G. OTHER VARIABLE CASH

Annual cash payments earned for the most recently completed full plan year for Other Variable Cash awards. Report actual amounts earned, expressed in annual dollar amounts, for the most recent full plan year, whether paid during or after the plan year. **Do not** report long-term, deferred, retirement, or vesting programs. Report partial year or pro-rated payments as annualized amounts.

**Include:**

Profit Sharing

Gainsharing Awards

**Exclude:**

Car Allowances  
Lead Premiums  
Sales Incentives/Commissions  
Hiring/Retention Bonuses  
Long-term or retirement plan payments  
Stock Grants/Options  
Individual Performance Bonus  
Discretionary Bonus  
Short Term Cash Payouts

Gross-up amounts paid for tax purposes  
Overtime  
Patent/Suggestion Awards  
Key Contributor Awards  
Shift Differentials  
MBO Bonus  
Lump Sum Merit Increases  
Holiday Bonuses  
Spot Awards

## SURVEY DATA ELEMENTS (Continued)

### H. TOTAL CASH (E+F+G)

The annual total an individual earned. Must equal the total of Annual Base Pay (E) + Individual/Group Variable Cash (F) + Other Variable Cash (G).

### I. VARIABLE CASH ELIGIBILITY FLAG

**0** = Not eligible to receive ANY Variable Cash compensation (Neither Individual/Group Variable Cash nor Other Variable Cash).

**1** = ONLY eligible to receive payments from an "Individual/Group Variable Cash" defined program.

**2** = ONLY eligible to receive payments from an "Other Variable Cash" defined program.

**3** = Eligible to receive payments from BOTH Individual/Group Variable Cash and Other Variable Cash programs.

**Note:** The Eligibility Code only indicates eligibility, and is independent of the actual payments for variable cash programs. An employee may be "eligible" for the program, but may not have received any payment amounts for the survey period.

### J. TARGET VARIABLE CASH PERCENTAGE

Potential amount to be paid, as a percentage of base salary, should the individual/group achieve 100% of defined targeted performance goals for the current fiscal year (in most cases, this will be 2010). Target amount should be expressed as a percentage of base salary, to one implied decimal place. Pro-rate for full year performance. **Do not report partial year targets.**

Example:           3.0% will be reported as 3.0  
                  14.5% will be reported as 14.5

### K. SPAN OF CONTROL

The total number of **direct and indirect** reports for which a managerial position has supervisory responsibility. Only enter this information for the managerial and executive jobs

For Example: A second level manager who has 3 subordinate managers, each of which have 5 employees, would be reported as 18 (3+5+5+5).

### L. ZIP CODE

Enter the 5-digit Postal ZIP Code of the **WORK LOCATION** of the employee. Leading zeroes are acceptable. (e.g. 01776). The "work location" may be the Company Headquarters, Regional Office, Remote Center, or the Employees' home office, depending on where the employee spends the bulk of their time. Report location that best represents the employees' work location. Do not report the 9-digit Postal ZIP Codes. Report U.S. locations only.

## SURVEY DATA ELEMENTS (Continued)

### M. LONG TERM INCENTIVE ELIGIBILITY CODE

Indicates whether the incumbent is currently eligible or not eligible for Long Term **Cash** Incentives (beyond annual Profit Sharing Programs) or Stock Option/Grant Programs including, but not limited to:

Incentive Stock Options  
Non-Qualified Stock Options  
Phantom Shares – Appreciation Only  
Phantom Shares – Full Value  
Restricted Stock/Restricted Stock Units (RSU's)  
Stock Appreciation Rights (SAR's)  
Performance Units  
Performance Shares/Performance Share Units  
Other similar stock based incentive/award programs

**NOTE: Excludes Employee Stock Purchase programs**

- **0** = Incumbent is **NOT** eligible for any Stock Option/Grants or Long-Term cash incentives, beyond annual profit sharing
- **1** = Incumbent is currently eligible for Stock Option/Grants **ONLY**
- **2** = Incumbent is currently eligible for Long-Term incentives **ONLY**, beyond annual profit sharing
- **3** = Incumbent is currently eligible for **BOTH** Stock Option/Grants and other Long-Term cash incentives, beyond annual profit sharing

### N. RECORD ID

Enter a unique identifying number for each employee (row) reported by your organization to enable internal tracking and verification of data.

You may use any scheme meeting your own needs which will allow you to associate the data with your own employee and provide for easy reference should we need to contact you to clarify, audit, or verify your input data. Please **DO NOT** submit Social Security numbers or any identification you would consider to be confidential.

### O. COMMENTS

Enter information which will help to explain where data has been derived, or why the value of a field is outside of the audit limits. The information entered here is only visible to your company and WMG, and is not distributed to other participants.

## JOB MATCHING AND DESCRIPTIONS

This survey is aimed at collecting data for a variety of levels of individual contributors and management positions within several functions. Targeted organizations are those that require technical positions designed to create fragrances, cosmetics, beauty products, personal care products, and home care products. Job families include:

Technical	Regulatory Compliance
Research & Development	Package Design/Engineering
Fragrance Evaluation	Floor Sales Positions
Manufacturing/Production	Brand/Product Management
Quality Assurance	

A general job description is provided for each job covered in the survey. These descriptions are prepared to reflect the normal range of duties, responsibilities and requirements found in the level of the job specified. It is not intended that the description list every specific task that might conceivably be assigned to that job. Rather, it is a general indication of the scope and complexity of the job. Thus, it is unlikely that your jobs will be exact matches to the job descriptions.

The description should be used as a reference and guide to the general level of skill required for the performance of the typical duties listed. As a basic guide, you should have a minimum of an 80% confidence level that your job is a match. Pay particular attention to the exclusions and qualifying remarks in some descriptions.

## MULTIPLE LEVEL MATCHING

Your job family may have more, or less levels within it than are identified in the survey. Review the content of the survey description to determine if two or more of your levels may need to be combined for reporting to a given survey level.

For example: the survey has 4 levels of Process Development Engineers. Your company has 5. Upon review of the survey descriptions, you may determine that your 3<sup>rd</sup> and 4<sup>th</sup> level would be best reported to the 3<sup>rd</sup> level survey job, based on the content of the survey job description. Report both your 3<sup>rd</sup> and 4<sup>th</sup> level employees to the survey 3<sup>rd</sup> level and your 5<sup>th</sup> level to the survey's 4<sup>th</sup> level.

Conversely, if you have two levels, and the survey has five, try to allocate your employees among the five survey levels based on job content, experience, and complexity, where possible, but do not force fit.

## BLENDED JOBS

### **DO NOT DOUBLE MATCH.**

If your employee performs a combination of duties from two or more survey job levels or groups, pick the one survey job where at least 80% of the survey job content fits the employee. **DO NOT** match the same employee to more than one survey job family or level. If no survey job represents at least 80% of the duties of the employee, **DO NOT REPORT** that employee.

**"If in doubt, leave it out".**

**FUNCTION: TECHNICAL**

**JOB FAMILY: SCIENTIST**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** Responsible for participating in the development and/or testing of new and improved products. Conducts analytical and developmental research work in the relevant scientific discipline. Conceives ideas for solutions of problems through application of knowledge and experience. Develops and maintains finished product specification standards and material specifications. Investigates and applies new technologies to the solution of problems that impact organizational goals and objectives. Operates and/or directs the operation of laboratory equipment and scientific instrumentation in the performance of analytical research. **THIS IS THE DEFAULT JOB MATCH IF TECHNICAL JOBS ARE BLENDED.**

**NOTE: Indicate the appropriate Job Function Modifier in column "B" for each employee.**

**F = Fragrance      Q= Quality Assurance      U = Unknown**  
**S = Product Stability      R = Research & Development      X = Blended (more than one of the modifiers apply)**

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
<b>INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)</b>				
<u>101</u>	<u>Scientist – Entry</u> Assignments are task-oriented with detailed instruction given. Follows standard practices to resolve routine problems.	Bachelor Degree or Master Degree or equivalent experience	1+ year	2+ years
<u>102</u>	<u>Scientist – Fully Qualified</u> Work is assigned and general instructions given for routine work; more detailed instruction is provided for new projects. Applies knowledge of company policies and standard practices to resolve problems. Analyzes issues and uses judgment to make decisions. Escalates non-standard problems or issues.	Bachelor Degree or Master Degree or equivalent experience	3+ years	5+ years
<u>103</u>	<u>Scientist – Expert</u> Work is project-oriented and employee must define actual tasks. Understands company goals and practices and applies them when resolving a variety of problems. Receives only general instructions on new work. Uses judgment and creativity and sound technical knowledge to obtain and recommend solutions. May interface with senior management to convey information.	Bachelor Degree or Master Degree or equivalent experience	5+ years	7+ years
<u>104</u>	<u>Scientist – Consultant</u> Has thorough understanding of technical concepts required for specialized field. Uses the knowledge, creativity and company practices and priorities to obtain solution to complex problems. Interfaces with senior management to provide and obtain information and to build consensus regarding project direction. May lead lower-level staff, although spends the majority of time doing scientific work.	Bachelor Degree or Master Degree or equivalent experience	8+ years	10+ years

**FUNCTION: TECHNICAL**

**JOB FAMILY: CHEMIST**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** Conducts research to develop, produce and characterize chemical formulations that expand and enhance the company's product lines. Evaluates research results and documents findings. Applies up-to-date knowledge of chemistry principals and theories to research projects. Develops process chemistry for use in small-scale production through manufacturing. Serves as scientific contact for formulation issues. Insures all clinical testing is conducted for formula stability, package compatibility and product performance. Provides formula costing throughout the process. Responsible for formulation from creation of samples, scale-up and production troubleshooting.

**NOTE: Indicate the appropriate Job Function Modifier in column "B" for each employee.**

**F = Fragrance      Q= Quality Assurance      U = Unknown**  
**S = Product Stability      R = Research & Development      X = Blended (more than one of the modifiers apply)**

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
<b>INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)</b>				
<u>111</u>	<u>Chemist – Entry</u> Assignments are task-oriented with detailed instruction given. Follows standard practices to resolve routine problems.	Bachelor Degree or Master Degree or equivalent experience	1+ year	2+ years
<u>112</u>	<u>Chemist – Fully Qualified</u> Work is assigned and general instructions given for routine work; more detailed instruction is provided for new projects. Applies knowledge of company policies and standard practices to resolve problems. Analyzes issues and uses judgment to make decisions. Escalates non-standard problems or issues.	Bachelor Degree or Master Degree or equivalent experience	3+ years	5+ years
<u>113</u>	<u>Chemist – Expert</u> Work is project-oriented and employee must define actual tasks. Understands company goals and practices and applies them when resolving a variety of problems. Receives only general instructions on new work. Uses judgment and creativity and sound technical knowledge to obtain and recommend solutions. May interface with senior management to convey information.	Bachelor Degree or Master Degree or equivalent experience	5+ years	7+ years
<u>114</u>	<u>Chemist – Consultant</u> Has thorough understanding of technical concepts required for specialized field. Uses the knowledge, creativity and company practices and priorities to obtain solution to complex problems. Interfaces with senior management to provide and obtain information and to build consensus regarding project direction. May lead lower-level staff, although spends the majority of time doing scientific work.	Bachelor Degree or Master Degree or equivalent experience	8+ years	10+ years

**FUNCTION: TECHNICAL**

**JOB FAMILY: MICROBIOLOGIST**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** Responsible for ensuring that microbiological quality and product integrity is maintained for raw materials, bulk product, finished product, equipment, facilities, and other items which affect the product manufacturing systems and process. Using microbiologically based scientific principle and theory, develops, validates, and documents new or improved techniques and methods of analyzing raw materials and finished products to improve microbiological procedures, Ensures microbial quality of products and substantiates claims of preservation efficacy. Provides accurate and timely microbiological information and reports regarding product preservation and microbial quality through the use of microbiological methods and resources. Develops methodology for the microbiological and preservative efficacy analysis of raw materials and finished products to respond to identify microbial quality issues, and to support the management decision-making process. Responsible for making preservative recommendations for new formulations and reformulations of existing products. Makes system recommendations, performs testing analyzes and makes risk assessments of product performance and performs final formal approval for microbiology. Isolates and identifies significant microorganisms and works to define and identify the sources of contaminants. Maintains thorough and accurate records of test results.

**NOTE: Indicate the appropriate Job Function Modifier in column "B" for each employee.**

**F = Fragrance                      Q= Quality Assurance                      U = Unknown**  
**S = Product Stability            R = Research & Development            X = Blended (more than one of the modifiers apply)**

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
<b>INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)</b>				
<u>121</u>	<u>Microbiologist – Entry</u> Assignments are task-oriented with detailed instruction given. Follows standard practices to resolve routine problems.	Bachelor Degree or Master Degree or equivalent experience	1+ year	2+ years
<u>122</u>	<u>Microbiologist – Fully Qualified</u> Work is assigned and general instructions given for routine work; more detailed instruction is provided for new projects. Applies knowledge of company policies and standard practices to resolve problems. Analyzes issues and uses judgment to make decisions. Escalates non-standard problems or issues.	Bachelor Degree or Master Degree or equivalent experience	3+ years	5+ years
<u>123</u>	<u>Microbiologist – Expert</u> Work is project-oriented and employee must define actual tasks. Understands company goals and practices and applies them when resolving a variety of problems. Receives only general instructions on new work. Uses judgment and creativity and sound technical knowledge to obtain and recommend solutions. May interface with senior management to convey information.	Bachelor Degree or Master Degree or equivalent experience	5+ years	7+ years
<u>124</u>	<u>Microbiologist – Consultant</u> Has thorough understanding of technical concepts required for specialized field. Uses the knowledge, creativity and company practices and priorities to obtain solution to complex problems. Interfaces with senior management to provide and obtain information and to build consensus regarding project direction. May lead lower-level staff, although spends the majority of time doing scientific work.	Bachelor Degree or Master Degree or equivalent experience	8+ years	10+ years

**FUNCTION: TECHNICAL**

**JOB FAMILY: TECHNICIAN**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** Performs chemical, biological, toxicological, physical, and/or mechanical analyses and tests required for research, development, or quality control of processes and products. Assists with compiling, analyzing and interpreting results. Assists with conducting research and testing of new and revised products. Participates in performing in-process and final product research/testing and document results. Maintains laboratory equipment, instrumentation and reagents to ensure ideal use. Performs various laboratory functions. Makes critical observations, takes independent action and reports results. Performs general laboratory housekeeping.

**NOTE: Indicate the appropriate Job Function Modifier in column "B" for each employee.**

**F = Fragrance                      Q= Quality Assurance                      U = Unknown**  
**S = Product Stability            R = Research & Development            X = Blended (more than one of the modifiers apply)**

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
<b>INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)</b>				
<u>151</u>	<u>Technician – Entry</u> Under close supervision, perform simple, routine tasks that may be highly repetitive in nature. Receives detailed instructions on all work. Work is reviewed upon completion.	High School Diploma or Technical Certificate or equivalent experience.	0 to 1 year	0 to 1 year
<u>152</u>	<u>Technician – Experienced</u> Under limited supervision, demonstrates ability in the application of requisite skills to perform the required task of the position. Receives detailed instructions on new work that may be closely supervised and reviewed.	High School Diploma or Technical Certificate or equivalent experience	3+ years	5+ years
<u>153</u>	<u>Technician - Senior</u> Under general supervision, applies advanced concepts and techniques while performing the most complex and sensitive tasks of the position. Must be able to analyze data/results, draw meaningful conclusions and recommend appropriate next steps. Generally receives no instructions on routine assignments.	Associate Degree or equivalent experience.	5+ years	7+ years

**Fragrance, Beauty and Personal Care**  
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**FUNCTION: TECHNICAL**

**JOB FAMILY: TECHNICIAN SUPERVISOR**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** Supervises daily laboratory operations technicians, lab assistants, and/or support staff. Duties include employee recruitment, retention and performance appraisals, monitoring productivity, quality assurance, etc. Works on the more complex issues addressed in the laboratory.

**NOTE: Indicate the appropriate Job Function Modifier in column "B" for each employee.**

F = Fragrance      Q= Quality Assurance      U = Unknown  
 S = Product Stability      R = Research & Development      X = Blended (more than one of the modifiers apply)

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
	<b>ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)</b>			
<u>157</u>	<u>Technician Supervisor</u> Supervises a group of employees or outside contractors/vendors with similar technical or functional responsibilities. Requires operational knowledge of area of functional responsibility. Assigns tasks, reviews works and writes appraisals. Ensures projects are on schedule and within budget. Receives assignments in the form of objectives with goals and processes defined.	Bachelor Degree or equivalent experience	2+ years	3+ years

**FUNCTION: RESEARCH & DEVELOPMENT**

**JOB FAMILY: PRODUCT DEVELOPMENT MANAGEMENT**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** Provides leadership to the research and development function of the corporation or business unit. Responsible for the application of scientific techniques in the research and development of new and improved products to meet marketing objectives. Oversees development from the conceptual stages through production to ensure products are safe, stable, reproducible, marketable and cost effective. Develops policies and procedures regarding research and development practices and monitors adherence to them.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
<b>ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)</b>				
<u>201</u>	<u>R &amp; D Manager A</u> Supervises/manages a group of employees or outside contractors/vendors with similar technical or functional responsibilities. Requires operational knowledge of area of functional responsibility. Assigns, task, reviews works and writes appraisals. Ensures projects are on schedule and within budget. Receives assignments in the form of objectives with goals and processes defined.	Bachelor Degree or Master Degree or equivalent experience	1+ year	2+ years
<u>203</u>	<u>R &amp; D Manager B</u> Manages the activities of employees or outside contractors/vendors with similar technical or functional responsibilities. Responsible for implementing operational and strategic policies and directives. Interfaces with senior management to report on projects and program milestones and to present project needs. Has full budgetary responsibilities. Assignments are given in the form of objectives with no process defined. May or may not manger lower-level managers and/or supervisors.	Bachelor Degree or Master Degree or equivalent experience	3+ years	5+ years
<u>205</u>	<u>R &amp; D Director</u> Directs the activities of groups in multiple disciplines. Requires complete functional knowledge and awareness of company goals and objectives. Develops functional processes for area managed. Requires the ability to influence others to achieve results. May manage through subordinate supervisors and/or managers.	Bachelor Degree or Master Degree or equivalent experience	5+ years	7+ years
<u>207</u>	<u>R &amp; D Vice President</u> Directs the operation and activities at a corporate or business unit level, providing strategic direction. Requires detailed functional knowledge in-depth company knowledge and extensive overall business knowledge. Makes decisions, develops and implements policies that affect all areas of the organization. Must manage through subordinate managers. Typically reports to a single-incumbent executive position at the VP level. Not normally an officer of the corporation.	Master Degree or PhD or equivalent experience	8+ years	10+ years
<u>209</u>	<u>Top R &amp; D Product Development Executive</u> Highest executive level corporate/business unit position. Advises and provides input on corporate and industry related issues to members of senior management. Interfaces with and influences management peers on product related issues. Monitors and influences industry development/policy by interaction with industry executives. Highest level, single incumbent position. Normally an officer of the corporation.	Master Degree or PhD or equivalent experience	10+ Years	12+ Years

**FUNCTION: FRAGRANCE EVALUATION**

**JOB FAMILY: FRAGRANCE EVALUATORS**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** Uses olfactive skills to guide Perfumers in the complex fragrance development process. Evaluates competitive products and reports results. Analyzes current olfactive trends, forecasts future trends and assesses consumer preferences. Knows all female and male fragrances. Identifies fragrances that meet customer needs. Responsible for determining fragrance concepts through the research and evaluation of new compounds. Ensures fragrances conform to Research Institute for Fragrance Materials (RIFM) guidelines, safety guidelines and pricing requirements.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
<b>INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)</b>				
<u>311</u>	<u>Fragrance Evaluator – Entry</u> Develops olfactive skills and begins to perform simple olfactive evaluations. Learns how products are made and monitors their stability. Assignments are task-oriented with detailed instructions given. Learns olfactive families (male and female), fragrance raw materials classifications and fragrance related terms and vocabulary. Follows standard practices to resolve routine problems. This is the lowest level of complexity.	Bachelor Degree or Master Degree or equivalent experience	1+ year	2+ years
<u>312</u>	<u>Fragrance Evaluator – Fully Qualified</u> Olfactively capable and uses these skills to perform all routine olfactive evaluations. Work is assigned and general instructions given for routine work; more detailed instruction is provided for new projects. Knows all female and male fragrances families. Applies knowledge of company policies and standard practices to resolve problems. Analyzes issues and uses judgment to make decisions. Escalates non-standard problems or issues. This is a low level of complexity.	Bachelor Degree or Master Degree or equivalent experience	3+ years	5+ years
<u>313</u>	<u>Fragrance Evaluator – Expert</u> Directs the modification of fragrances. Work is project-oriented and employee must define actual tasks. Understands company goals and practices and applies them when resolving a variety of problems. Expert with all evaluation techniques. Receives only general instructions on new work. Uses judgment, creativity and sound technical knowledge to obtain and recommend solutions. May interface with senior management to convey information. Train personnel in olfactive evaluation as needed. This is a medium level of complexity.	Bachelor Degree or Master Degree or equivalent experience	5+ years	7+ years
<u>314</u>	<u>Fragrance Evaluator – Consultant</u> Responsible for creating fragrances. Uses innovative approaches to solving complex problems. Has thorough understanding of technical concepts required for fragrance evaluation. Interfaces with senior management to provide and obtain information and to build consensus regarding project direction. Responsible for the entire fragrance development process, ensuring that all steps needed to complete the assignment have been done. This is a medium level of complexity.	Bachelor Degree or Master Degree or PhD or equivalent experience	8+ years	10+ years

**FUNCTION: FRAGRANCE EVALUATION**

**JOB FAMILY: FRAGRANCE EVALUATION MANAGEMENT**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** Provides leadership to the fragrance evaluation function of the business unit. Responsible for the application of scientific techniques in the development of fragrances and fragrance/glamour products. Develops policies and procedures regarding fragrance development practices and monitors adherence to them. The fragrance evaluation function is responsible for determining fragrance concepts through the research and evaluation of new compounds. Ensures fragrances conform to Research Institute for Fragrance Materials (RIFM) guidelines, safety guidelines and pricing requirements.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
<b>ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)</b>				
<u>331</u>	<u>Fragrance Manager A</u> Supervises/manages a group of employees or outside contractors/vendors with similar technical or functional responsibilities. Requires operational knowledge of area of functional responsibility. Assigns tasks, reviews works and writes appraisals. Ensures projects are on schedule and within budget. Receives assignments in the form of objectives with goals and processes defined.	Bachelor Degree or Master Degree or equivalent experience	1+ year	2 + years
<u>333</u>	<u>Fragrance Manager B</u> Manages the activities of employees or outside contractors/vendors with similar technical or functional responsibilities. Responsible for implementing operational and strategic policies and directives. Interfaces with senior management to report on projects and program milestones and to present project needs. Has full budgetary responsibilities. Assignments are given in the form of objectives with no process defined. May or may not manger lower-level managers and/or supervisors.	Bachelor Degree or Master Degree or equivalent experience	3+ years	5+ years
<u>335</u>	<u>Fragrance Director</u> Directs the activities of groups in multiple disciplines. Requires complete functional knowledge and awareness of company goals and objectives. Develops functional processes for area managed. Requires the ability to influence others to achieve results. May manage through subordinate supervisors and/or managers.	Bachelor Degree or Master Degree or equivalent experience	5+ years	7+ years

**FUNCTION: MANUFACTURING/PRODUCTION**

**JOB FAMILY: PROCESS DEVELOPMENT**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** Responsible for development of manufacturing processes for new products, researching new processing technologies and resolving processing issues for existing products. Evaluates techniques, systems and equipment capabilities and makes recommendations for enhancing processing capabilities and increasing cost effectiveness. Conducts transfer of technology. Upholds scale-up, innovation and optimization. Provides advice on production processes and equipment specifications to achieve maximum yields and quality products in accordance with requirements. Interacts with various departments to ensure that approaches considered are compatible with new product transfer technology.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
<b>INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)</b>				
<u>401</u>	<u>Process Development Engineer – Entry</u> Assignments are task-oriented with detailed instruction given. Applies a limited range of standard professional principals, theories, concepts, practices and techniques to resolve problems.	Bachelor Degree or Master Degree or equivalent experience	0 to 1 year	2+ years
<u>402</u>	<u>Process Development Engineer – Fully Qualified</u> Work is assigned and general instructions given for routine work; more detailed instruction is provided for new projects. Applies professional knowledge and experience to resolve problems. Analyzes issues and uses judgment to make decisions. Escalates non-standard problems or issues.	Bachelor Degree or Master Degree or equivalent experience	2 years	4+ years
<u>403</u>	<u>Process Development Engineer – Expert</u> Senior level contributor with considerable latitude in selecting methods and techniques. Understands company goals and practices and applies them when resolving a variety of problems. Receives only general instructions on new work. Uses judgment and creativity and sound technical knowledge to obtain and recommend solutions. May interface with senior management to convey information. May lead the work activities of lower staff levels.	Bachelor Degree or Master Degree or equivalent experience	5+ years	7+ years
<u>404</u>	<u>Process Development Engineer – Consultant</u> Specialist level with advanced knowledge of technical concepts. Applies knowledge, creativity, company practices and priorities to obtain solutions to complex problems. Interfaces with senior management to provide and obtain information and to build consensus regarding project direction. May provide leadership on complex projects and activities.	Master Degree or equivalent experience	8+ years	10+ years

**FUNCTION: MANUFACTURING/PRODUCTION**

**JOB FAMILY: PRODUCTION COMPOUNDER**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** Weighs, processes, mixes and combines raw materials per specification on batch sheet. Ensures Production will receive batched product on time per production plan/schedule.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
<b>INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)</b>				
<u>411</u>	<u>Production Compounder – Entry</u> Under close supervision, perform simple, routine tasks that may be highly repetitive in nature. Receives detailed instructions on all work. Work is reviewed upon completion.	High School Diploma or Technical Certificate or equivalent experience.	0 to 1 year	2+ years
<u>412</u>	<u>Production Compounder – Experienced</u> Under limited supervision, demonstrates ability in the application of requisite skills to perform the required task of the position. Receives detailed instructions on new work that may be closely supervised and reviewed.	High School Diploma or Technical Certificate or equivalent experience.	3+ years	5+ years
<u>413</u>	<u>Production Compounder - Senior</u> Under general supervision, applies advanced concepts and techniques while performing the most complex and sensitive tasks of the position. Must be able to analyze data/results, draw meaningful conclusions and recommend appropriate next steps. Generally receives no instructions on routine assignments.	Associate Degree or equivalent experience.	5+ years	7+ years
<b>ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)</b>				
<u>417</u>	<u>Production Compounding Supervisor/Manager</u> Supervises daily operations and production compounders. Ensures excellent quality, efficiency, accuracy of batching process. Ensures batch product contains correct weight and combination of raw materials per specification on batch sheet. Responsible for facility upkeep on compounding floor and maintenance of compounding department equipment. Duties include employee recruitment, retention and performance appraisals. Responsible for adherence to safety procedures and practices.	Bachelor Degree or equivalent experience	1+ years	2+ years

**FUNCTION: RESEARCH & DEVELOPMENT**

**JOB FAMILY: QUALITY ASSURANCE MANAGEMENT**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** Provides leadership to the quality assurance function of the corporation or business unit. Responsible for the development of evaluation and testing criteria to ensure that products meet Federal and Drug Administration (FDA) regulations and corporate quality requirements. Oversees quality assurance from the conceptual stages through production to ensure products are safe, stable, reproducible, marketable and cost effective. Develops policies and procedures regarding quality assurance practices and monitors adherence to them.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
<b>ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)</b>				
<u>501</u>	<u>QA Manager A</u> Supervises/manages a group of employees or outside contractors/vendors with similar technical or functional responsibilities. Requires operational knowledge of area of functional responsibility. Assigns, task, reviews works and writes appraisals. Ensures projects are on schedule and within budget. Receives assignments in the form of objectives with goals and processes defined.	Bachelor Degree or Master Degree or equivalent experience	1+ year	2+ years
<u>503</u>	<u>QA Manager B</u> Manages the activities of employees or outside contractors/vendors with similar technical or functional responsibilities. Responsible for implementing operational and strategic policies and directives. Interfaces with senior management to report on projects and program milestones and to present project needs. Has full budgetary responsibilities. Assignments are given in the form of objectives with no process defined. May or may not manger lower-level managers and/or supervisors.	Bachelor Degree or Master Degree or equivalent experience	3+ years	5+ years
<u>505</u>	<u>QA Director</u> Directs the activities of groups in multiple disciplines. Requires complete functional knowledge and awareness of company goals and objectives. Develops functional processes for area managed. Requires the ability to influence others to achieve results. May manage through subordinate supervisors and/or managers.	Bachelor Degree or Master Degree or equivalent experience	5+ years	7+ years
<u>507</u>	<u>QA Vice President</u> Directs the operation and activities at a corporate or business unit level, providing strategic direction. Requires detailed functional knowledge in-depth company knowledge and extensive overall business knowledge. Makes decisions, develops and implements policies that affect all areas of the organization. Must manage through subordinate managers. Typically reports to a single-incumbent executive position at the VP level. Not normally an officer of the corporation.	Master Degree or PhD or equivalent experience	8+ years	10+ years

**FUNCTION: REGULATORY COMPLIANCE**

**JOB FAMILY: COMPLIANCE SPECIALIST**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** Responsible for developing, implementing and auditing systems, procedures and programs that ensure company compliance with local, state, federal and international consumer product environmental protection and employee health and safety regulations. Creates systems to manage and streamline the regulatory process for products. Reviews labeling information to ensure regulatory compliance. Provides advice to management on modifications/updates in government regulations and recommends appropriate actions to be taken. Works closely with product development to provide regulatory guidance.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
<b>INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)</b>				
<u>701</u>	<u>Compliance Specialist – Entry</u> Assignments are task-oriented with detailed instruction given. Follows standard practices to resolve routine problems.	Bachelor Degree or equivalent experience	1+ year	2+ years
<u>702</u>	<u>Compliance Specialist – Fully Qualified</u> Work is assigned and general instructions given for routine work; more detailed instruction is provided for new projects. Applies knowledge of company policies and standard practices to resolve problems. Analyzes issues and uses judgment to make decision. Escalates non-standard problems or issues.	Bachelor Degree or Master Degree or equivalent experience	3+ years	5+ years
<u>703</u>	<u>Compliance Specialist – Expert</u> Work is project-oriented and employee must define actual tasks. Understands company goals and practices and applies them when resolving a variety of problems. Receives only general instructions on new work. Uses judgment and creativity and sound technical knowledge to obtain and recommend solutions. May interface with senior management to convey information.	Bachelor Degree or Master Degree or equivalent experience	5+ years	7+ years

**FUNCTION: REGULATORY COMPLIANCE**

**JOB FAMILY: REGULATORY COMPLIANCE MANAGEMENT**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** Provides leadership to the Regulatory Compliance function of the corporation or business unit that is responsible for developing, recommending and implementing systems, procedures and programs that will ensure company compliance with local, state, federal and international product and environmental protection. This includes ensuring compliance with government regulations concerning the labeling of products, ingredient listing, nomenclature, format, product claims, legal address, product warning statements, etc. Makes risk assessments and advises appropriate functional department heads of potential impact. Works with internal departments and external agencies regarding the development of strategies in dealing with regulations that would influence the industry.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
<b>ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)</b>				
<u>721</u>	<u>Regulatory Compliance Manager A</u> Supervises/manages a group of employees or outside contractors/vendors with similar technical or functional responsibilities. Requires operational knowledge of area of functional responsibility. Assigns, task, reviews works and writes appraisals. Ensures projects are on schedule and within budget. Receives assignments in the form of objectives with goals and processes defined.	Bachelor Degree or Master Degree or equivalent experience	1+ year	2+ years
<u>723</u>	<u>Regulatory Compliance Manager B</u> Manages the activities of employees or outside contractors/vendors with similar technical or functional responsibilities. Responsible for implementing operational and strategic policies and directives. Interfaces with senior management to report on projects and program milestones and to present project needs. Has full budgetary responsibilities. Assignments are given in the form of objectives with no process defined. May or may not manage lower-level managers and/or supervisors.	Bachelor Degree or Master Degree or equivalent experience	3+ years	5+ years
<u>725</u>	<u>Regulatory Compliance Director</u> Directs the activities of groups in multiple disciplines. Requires complete functional knowledge and awareness of company goals and objectives. Develops functional processes for area managed. Requires the ability to influence others to achieve results. May manage through subordinate supervisors and/or managers.	Bachelor Degree or Master Degree or equivalent experience	5+ years	7+ years

**FUNCTION: PACKAGE DESIGN/ENGINEERING**

**JOB FAMILY: PACKAGE DESIGNER/ENGINEER**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** Performs a combination of creative design and/or packaging engineering projects. Responsible for providing original, innovative, and creative package design/engineering solutions for new and revised company products. Collaborates with product development, marketing, and/or manufacturing departments on projects from concept through production. May be involved in some or all of the following activities: Assists in the sourcing for new components, manages project timelines with vendors and troubleshoots production issues. Ensures quality standards for suppliers are met and are in compliance with environmental regulations. Coordinates the introduction of new package designs into production process. Works closely with the package design team to coordinate the aesthetic look of the total package in regards to structure, graphics, copy, layouts, illustration and cost-effectiveness to meet package objectives. Ensures that manufactured package will meet cost objectives.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
<b>INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)</b>				
<u>851</u>	<u>Package Designer/ Engineer – Entry/Associate</u> Assignments are task-oriented with detailed instruction given. Follows standard practices to resolve routine problems.	Bachelor Degree or equivalent experience	0 to 1 year	2+ years
<u>852</u>	<u>Package Designer/ Engineer – Experience/Fully Qualified</u> Work is assigned and general instructions given for routine work; more detailed instruction is provided for new projects. Applies knowledge of company policies and standard practices to resolve problems. Analyzes issues and uses judgment to make decisions. Escalates non-standard problems or issues.	Bachelor Degree or equivalent experience	2+ years	5+ years
<u>853</u>	<u>Package Designer/ Engineer – Expert/Master</u> Work is project-oriented and employee must define actual tasks. Understands company goals and practices and applies them when resolving a variety of problems. Receives only general instructions on new work. Uses judgment and creativity and sound technical knowledge to obtain and recommend solutions. May interface with senior management to convey information.	Bachelor Degree or equivalent experience	5+ years	7+ years

**FUNCTION: PACKAGE DESIGN/ENGINEERING**

**JOB FAMILY: PACKAGE DESIGN/ENGINEERING MANAGEMENT**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** Provides management leadership to a combination of the package design and the package engineering function of the business unit. Responsible for managing the staff involved in all aspects of original, innovative, and creative package design/engineering solutions for new and revised company products. Coordinates the introduction of newly designed/engineered package into the production process. Interfaces with product development and manufacturing departments. Ensures package design/engineering responsibilities are completed on time and within budget. Develops policies and procedures regarding package design/engineering practices and monitors adherence to them.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
<b>ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)</b>				
<u>861</u>	<u>Package Design/Engineering Manager A</u> Supervises/manages a group of employees or outside contractors/vendors with similar technical or functional responsibilities. Requires operational knowledge of area of functional responsibility. Assigns, task, reviews works and writes appraisals. Ensures projects are on schedule and within budget. Receives assignments in the form of objectives with goals and processes defined.	Bachelor Degree or Master Degree or equivalent experience	1+ year	2+ years
<u>863</u>	<u>Package Design/Engineering Manager B</u> Manages the activities of employees or outside contractors/vendors with similar technical or functional responsibilities. Responsible for implementing operational and strategic policies and directives. Interfaces with senior management to report on projects and program milestones and to present project needs. Has full budgetary responsibilities. Assignments are given in the form of objectives with no process defined. May or may not manage lower-level managers and/or supervisors.	Bachelor Degree or Master Degree or equivalent experience	3+ years	5+ years
<u>865</u>	<u>Package Design/Engineering Director</u> Directs the activities of groups that are in multiple disciplines. Requires complete functional knowledge and awareness of company goals and objectives. Develops functional processes for area managed. Requires the ability to influence others to achieve results. Manages through subordinate supervisors and/or managers.	Bachelor Degree or Master Degree or equivalent experience	5+ years	7+ years

**FUNCTION: FLOOR SALES**

**JOB FAMILY: BEAUTY & FRAGRANCE CONSULTANTS**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** These employees are normally employed and paid by the vendor, not the retailer where they may work. Presents, demonstrates and sells products to the end-user customer in a designated retail location. Provides a high level of customer service support with product expertise and advanced selling skills. Engages in company – sponsored programs and events to develop new customer prospects or referrals. Sales specialists draw upon experience and product knowledge to build customer relationships and drive sales.

**BOLD = NEW JOB**

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
<b>INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)</b>				
<b>901</b>	<p><b><u>Fragrance Spritzer</u></b>                      Initiates contact with customers in order for them to sample fragrances. Knowledgeable about product in order to answer general questions. Generates interest in the product and directs customer to Fragrance Consultant to close the sale. Ensures counter and table displays of product line are within company standards.</p> <p><b>Note: Submit incumbents to the Fragrance Spritzer position regardless of whether they are actual employees or outsourced through an agency. Please submit the actual pay rate that the agency pays without any uplift they may charge to the hiring company.</b></p>	High School Diploma or equivalent.	0-1 years	1+ years
903	<p><u>Beauty Consultant</u>                      Responsible for initiating interaction with customers in order to sell products and services. Applies beauty products on clients by conducting make-overs. Engages in company-sponsored programs and events, handles and processes sales, returns, payments and receiving transactions in the system timely and accurately. Identifies new prospects, opens new accounts, and increases sales. Interfaces with existing customer base, maintains active contact with a growing preferred customer list, follows up on customer inquiries, maintains prospect lists and fulfills internal business requests. Ensures counter and table displays of product line are within company standards. Participates in specialist training classes and meetings. Beauty Consultants may typically be cross-trained to cover Fragrance Counter responsibilities. Excellent communication skills. Works independently trouble shooting, problem solving, and providing customer service. Demonstrates significant competency in sales, products and services. Builds and maintains strong relationships with customers.</p>	High School Diploma or equivalent.	0-2 years	1-2 years

**Fragrance, Beauty and Personal Care**  
 2010 Compensation Survey



**FUNCTION: FLOOR SALES**

**JOB FAMILY: BEAUTY & FRAGRANCE CONSULTANTS (Continued)**

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
<u>913</u>	<p><u>Fragrance Consultant</u>                      Responsible for initiating interaction with customers in order to sell products and services. Demonstrates fragrance products for clients. Engages in company-sponsored programs and events, handles and processes sales, returns, payments and receiving transactions in the system timely and accurately. Identifies new prospects, opens new accounts, and increases sales. Interfaces with existing customer base, maintains active contact with a growing preferred customer list, follows up on customer inquiries, maintains prospect lists and fulfills internal business requests. Ensures counter and table displays of product line are within company standards. Participates in specialist training classes and meetings. Fragrance Consultants may typically be cross-trained to cover Beauty Counter responsibilities. Excellent communication skills. Works independently trouble shooting, problem solving, and providing customer service. Demonstrates significant competency in sales, products and services. Builds and maintains strong relationships with customers.</p>	High School Diploma or equivalent.	0-2 years	1-2 years
<u>923</u>	<p><u>National Make-Up Artist</u>                      Trained and fully knowledgeable in beauty product line. Represents company at Nationwide Special Events to conduct makeovers and demonstrate product line to specific clientele invited to the special events. Interfaces with existing customer base, maintains active contact with a growing preferred customer list, follows up on customer inquiries, maintains prospect lists and fulfills internal business requests. Extensive travel. Participates in specialist training classes and meetings. Excellent communication and organizational skills. Proven ability to build and maintain strong relationships and customer service. Demonstrates significant competency in sales, products, and services.</p>	Associate Degree or equivalent.	3 years	5+ years

**FUNCTION: FLOOR SALES**

**JOB FAMILY: FLOOR SALES MANAGEMENT**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** Responsible for the supervision, development and management of the sales team in an effort to achieve all market and budget objectives. Oversees designated sales operations and ensures that all company policies and procedures are followed. Provides leadership and direction to sales management teams and coordinates assigned activities for related sales, advertising, pricing, and marketing programs. Monitors sales performance, incentive and compensation programs. Modifies or creates improved programs designed to maximize market success. Provides excellent customer service, strong leadership and upholds all visual and operational standards within the department. Analyzes sales statistics gathered by staff to determine sales potential and inventory requirements.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
	<b>ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)</b>			
<u>931</u>	<u>Counter Manager</u> Responsible for managing the daily operation of the Beauty and Fragrance Counters within a retail location. Beauty and Fragrance Consultants normally report into this position. Responsible for reviewing, ordering and maintaining inventory and ensures correct pricing. Keeps consultants informed of company standards for displays and company sponsored special programs. May train Consultants on product line. May conduct makeovers. Assists customers and sells product as necessary. Complete product knowledge, pricing and services and a thorough knowledge of sales and operations of the department. Ability to read and interpret sales reports and a working knowledge of the department. Requires strong leadership and communication skills.	Associate Degree or equivalent.	2-4 years	3 years
<u>961</u>	<u>Beauty/Fragrance Sales Manager – Multiple Stores</u> Responsible for the management of Counter Managers in a geographic territory or multi-store locations. Responsible for recruiting, hiring and training of Counter Managers. May conduct training. Calls on department stores to obtain counter space. Establishes special events and targets their locations. Implements and designs marketing and sales programs. Complete product knowledge, pricing and services and a thorough knowledge of sales and operations of the department. Strong written and verbal skills. Ability to read, analyze, and interpret sales reports. Requires strong leadership skills, excellent time management skills and computer acuity. Thorough knowledge of business practices and company policy.	Bachelor Degree or equivalent.	3 years	3-4 years

**FUNCTION: FLOOR SALES**

**JOB FAMILY: FLOOR SALES MANAGEMENT (Continued)**

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
	<b>ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)</b>			
<u>971</u>	<u>Regional Manager</u> Responsible for maximization of sales in the region through the management of Beauty/Fragrance Sales Managers. Prepares annual sales forecast and ensures implementation of sales incentive programs. Oversees sales revenues and takes action to manage positive results. Prepares annual budgets. Manages payroll and other expenses for the region. Ensures that the stores are properly merchandised. Supervises inventory. Develops management staff, insures adherence to company policies and local employment regulations. Provides leadership for the region. Requires strong management and leadership skills. Requires strong leadership skills, excellent time management skills and computer acuity. Thorough knowledge of business practices and company policy.	Bachelor Degree or equivalent.	7+ years	10-15 years
<u>991</u>	<u>Area Vice President</u> Responsible for establishing and monitoring business goals for the division (e.g. sales projections, operating expense goals, budgets). Develop structures within the division that facilitates achievement of the corporate goals and values. Oversee staff development, performance management, employment, promotion and compensation for management staff within the Area. Facilitates communication between the stores and the corporate headquarters. Ensures efficient operations of the division in the areas of sales, customer service, inventory, merchandising, loss prevention, staffing, etc. This is accomplished through development and monitoring of corporate policies and procedures. May directly manage National Make-Up Artists. Oversees stores events. Responsible for the success of the events. Requires strong management and leadership skills. Requires strong leadership skills, excellent time management skills and computer acuity. Thorough knowledge of business practices and company policy.	Bachelor Degree or equivalent.	8+ years	12-20 years

**FUNCTION: BRAND/PRODUCT MANAGEMENT**

**JOB FAMILY: PRODUCT LINE/BRAND MARKETING MANAGEMENT**

**FUNCTIONAL DUTIES AND RESPONSIBILITIES:** Directs, designs and implements a comprehensive product marketing cycle which may include identification of market potential, establishing of pricing and market strategies, estimates of potential sales, introduction to market, distribution/channel issues, definition of promotional activities and management of product through phase-out. Plans, organizes and coordinates assigned programs to ensure accomplishment of financial/budgetary goals. Coordinates program planning with customer to ensure identification of appropriate manufacturing schedules, goals, design criteria, costs and similar considerations. Conducts pre-contract liaison with customer and may participate in contract negotiation activities. Coordinates details of program within the company with a wide range of functions and individuals. Reviews potential changes in scope of contract and advises management and customer of potential impact of changes. May coordinate product introduction and market exploitation with marketing and sales organizations to ensure maximum penetration of market segment. Provides continuing product surveillance and management of assigned products and categories to attain financial objectives

**NOTE:** For those who hire Bachelor or Master graduates from first or second tier schools, please refer to PolicyCentral on our website, [www.wmgnet.com](http://www.wmgnet.com), and report your appropriate college hire data. Report new, inexperienced Bachelor graduates to the job 4702 level. Report new, inexperienced Master graduates to the job 4712 level.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
<b>INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)</b>				
<u>4702</u>	<u>Assistant Brand/Product Manager - Bachelor Entry</u> Entry level position. Assists in all aspects of development and implementation of marketing plans. Works under direct supervision. Report new, <u>inexperienced Bachelor graduates</u> to this level.	Bachelor Degree with equivalent experience	< 1 year	1+ years
<u>4712</u>	<u>Assistant Brand/Product Manager - Master Entry</u> Entry level position. Assists in all aspects of development and implementation of marketing plans. Works under direct supervision. Report new, <u>inexperienced Master graduates</u> to this level.	Master Degree or equivalent experience	< 1 year	1+ years
<u>4722</u>	<u>Associate Brand/Product Manager</u> Works directly with Brand Manager. Assists in all aspects of development and implementation of marketing plans. Initiates recommendations for ongoing modifications.	Bachelor Degree or Master Degree or equivalent experience	1+ year	3+ years

**FUNCTION: BRAND/PRODUCT MANAGEMENT**

**JOB FAMILY: PRODUCT LINE/BRAND MARKETING MANAGEMENT (Continued)**

<b>Job Code</b>	<b>Typical Duties, Activities &amp; Responsibilities</b>	<b>Minimum Education</b>	<b>Minimum Experience</b>	<b>Typical Incumbent Experience</b>
<b>ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)</b>				
<u>4732</u>	<u>Brand/Product Manager</u> Develops and implements annual business plans and contingencies for the marketing of assigned product(s) and brand(s). Recommends ongoing modifications. May be responsible for managing a less experienced marketing professional.	Bachelor Degree or Master Degree or equivalent experience	2+ years	6+ years
<u>4742</u>	<u>Senior Brand/Product Manager</u> Develops short and long-range strategy for the marketing of assigned products or brands including identification of brand extension opportunities. May have supervisory responsibility for less experienced marketing professionals.	Bachelor Degree or Master Degree or equivalent experience	4+ years	8+ years
<u>4752</u>	<u>Marketing Director</u> Develops the overall category strategy and brand portfolio approach for the category. Directs the development of marketing objectives and programs to achieve volume, profit, market share and other goals for the category and its' brands. Responsible for development of staff within the category group.	Bachelor Degree or Master Degree or equivalent experience	6+ years	10+ years
<u>4762</u>	<u>Vice President Brand/Product Marketing</u> Develops the overall strategy and brand portfolio approach for categories that are critical components to the overall success of the company. Advanced knowledge of company product lines and potential applications. Technical understanding of product and customer requirements. Fully experienced in management techniques and controls, marketing and contract administration. Product lines are complex, unique and critical.	Bachelor Degree or Master Degree or equivalent experience	8+ years	12+ years