



# SENIOR LIVING 2010 COMPENSATION SURVEY

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## SURVEY JOB LIST

Job Titles in bold are either new jobs or have been modified.

### SENIOR EXECUTIVES/OFFICERS

|     |  |
|-----|--|
| 10  | Chief Executive Officer                          |
| 30  | Chief Operating Officer/Executive Vice President |
| 80  | Administration/Operations Officer                |
| 100 | Chief Financial Executive                        |
| 120 | Legal Executive/General Counsel                  |
| 420 | Vice President Marketing                         |
| 440 | Vice President Sales                             |
| 450 | Vice President Human Resources                   |
| 610 | Vice President Information Systems               |

### ADMINISTRATIVE/CLERICAL SUPPORT

|      |   |
|------|---|
| 1001 | Clerical Support - Entry                |
| 1002 | Clerical Support - Intermediate         |
| 1003 | Clerical Support - Senior               |
| 1004 | Clerical Support - Specialist           |
| 1041 | Administrative Assistant - Entry        |
| 1042 | Administrative Assistant - Intermediate |
| 1043 | Administrative Assistant - Senior       |
| 1051 | Receptionist - Entry                    |
| 1052 | Receptionist - Intermediate             |

### OPERATIONS/MANAGEMENT

|      |   |
|------|---|
| 1177 | Executive/Operations Director - Site      |
| 1178 | Executive/Operations Director - Region    |
| 1179 | Executive/Operations Director - Corporate |
| 1197 | Business/Office Supervisor                |
| 1198 | Business/Office Manager                   |

### HUMAN RESOURCES

|      |  |
|------|--|
| 2001 | Human Resources Assistant - Entry        |
| 2002 | Human Resources Assistant - Intermediate |
| 2003 | Human Resources Assistant - Senior       |
| 2011 | General Human Resources Rep - Entry      |
| 2012 | General Human Resources Rep - Interm.    |
| 2013 | General Human Resources Rep - Career     |
| 2418 | Human Resources Manager - Site           |
| 2419 | Human Resources Manager - Region         |
| 2420 | Human Resources Executive - Corporate    |

### FOOD SERVICES

|      |                  |
|------|------------------|
| 3002 | Busser           |
| 3012 | Dishwasher       |
| 3022 | Waitstaff/Server |

### FOOD SERVICES (cont'd)

|      |   |
|------|---|
| 3032 | Food Service Operator                     |
| 3043 | Cook                                      |
| 3065 | Head Chef                                 |
| 3273 | Dietician - Site                          |
| 3283 | Dietician - Region                        |
| 3363 | Food Services Specialist                  |
| 3365 | Food Services Supervisor                  |
| 3376 | Dining Room Manager                       |
| 3477 | Dining and Food Services Manager - Site   |
| 3478 | Dining and Food Services Mgr/Dir - Region |
| 3479 | Dining and Food Services Mgr/Director     |

### ACCOUNTING/FINANCE

|      |                                     |
|------|-------------------------------------|
| 4001 | Accounting Assistant - Entry        |
| 4002 | Accounting Assistant - Intermediate |
| 4003 | Accounting Assistant - Senior       |
| 4021 | Accountant - Entry                  |
| 4022 | Accountant - Intermediate           |
| 4023 | Accountant - Career                 |
| 4024 | Accountant - Specialist             |
| 4052 | Payroll Assistant- Intermediate     |
| 4053 | Payroll Assistant- Senior           |
| 4097 | Payroll Supervisor                  |
| 4098 | Payroll Manager                     |
| 4151 | Financial Analyst - Entry           |
| 4152 | Financial Analyst - Intermediate    |
| 4153 | Financial Analyst - Career          |
| 4154 | Financial Analyst - Specialist      |
| 4287 | Accounting/Finance Supervisor       |
| 4288 | Accounting/Finance Manager 1        |
| 4289 | Accounting/Finance Manager 2        |
| 4290 | Top Accounting/Finance Executive    |

### HOUSEKEEPING

|      |                               |
|------|-------------------------------|
| 4512 | Housekeeper - Intermediate    |
| 4514 | Housekeeper - Lead            |
| 4532 | Laundry Operator              |
| 4565 | Housekeeping Supervisor       |
| 4566 | Housekeeping Manager/Director |



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## SURVEY JOB LIST-continued

### **SALES/MARKETING**

5011 Sales/Marketing Representative – Entry  
 5012 Sales/Marketing Representative – Intermediate  
 5013 Sales/Marketing Representative – Career  
 5077 Sales/Marketing Director-Site  
 5078 Sales/Marketing Director- Region  
 5079 Top Sales/Marketing Executive

### **RESIDENT SERVICES**

6002 Shuttle/Van Driver  
 6011 Resident Care Provider - Entry  
 6012 Resident Care Provider - Intermediate  
 6014 Resident Care Provider- Lead  
 6065 Resident Care Supervisor  
 6066 Resident Services Director - Site  
 6067 Resident Services Director - Region  
 6068 Resident Services Director - Corporate  
 6113 Activities Assistant  
 6176 Activities Director – Site  
 6177 Activities Director – Region  
 6233 Beautician/Stylist  
 6243 Fitness/Recreation Therapist

### **FACILITIES/MAINTENANCE**

6511 Facilities Maintenance Technician - Entry  
 6512 Facilities Maintenance Technician – Inter.  
 6513 Facilities Maintenance Technician - Senior  
 6552 Groundskeeper  
 6642 Janitor/Custodian - Entry  
 6643 Janitor/Custodian - Lead  
 6671 Security Guard  
 6687 Security Supervisor  
 6688 Security Manager  
 6786 General Maintenance Director - Site  
 6787 General Maintenance Director - Region  
 6797 Facilities Supervisor  
 6798 Facilities/Maintenance Manager  
 6966 Facilities Construction Manager

### **HEALTH CARE**

7011 Nurse Practitioner/Clinician/Phys Asst - Entry  
 7013 Nurse Practitioner/Clinician/Phys Asst –Career  
 7014 Nurse Practitioner/Clinician/Physicians Asst - Sr  
 7021 Licensed Vocational Nurse - Entry  
 7023 Licensed Vocational Nurse - Career  
 7031 Registered Nurse - Entry  
 7033 Registered Nurse - Career  
 7034 Registered Nurse – Senior

7042 Utilization Nurse/Case Manager - Intermediate  
 7043 Utilization Nurse/Case Manager - Career  
 7113 Medication Aide (Certified)  
 7123 Emergency Medical Technician  
 7265 Nursing Shift Supervisor  
 7267 Director of Nursing Services  
 7268 Medical Director (MD)  
 7287 Health Care Manager - Region  
 7301 Dementia Personal Care Aide 1  
 7302 Dementia Personal Care Aide 2  
 7307 Dementia Personal Care Supervisor  
 7308 Dementia Personal Care Manager

### **INFORMATION TECHNOLOGY**

8131 Systems Administrator 1  
 8132 Systems Administrator 2  
 8133 Systems Administrator 3  
 8261 PC Support Technician 1  
 8262 PC Support Technician 2  
 8263 PC Support Technician 3  
 8271 MIS/Help Desk Coordinator 1  
 8272 MIS/Help Desk Coordinator 2  
 8273 MIS/Help Desk Coordinator 3



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## **JOB DESCRIPTIONS**

Review the job descriptions below to identify those jobs that may exist in your company. Jobs are to be matched on content as defined in the job description. Do NOT rely on title comparisons alone. ONLY report data on jobs that match the description by at least an 80% confidence level. Jobs that cannot meet these criteria should not be reported. **Job descriptions in bold print are new/modified.**

### *JOB FAMILY:*        **SENIOR EXECUTIVES/OFFICERS**

#### **10 - Chief Executive Officer**

Responsible for directing the organization, which includes multiple facilities to ensure effective and profitable operation and growth. Accountable to Board of Directors and Shareholders for maximum return on invested capital, formulation and execution of current and long-range objectives, development and implementation of operational plans and policies, and the establishment of controls for operating efficiency and profit reporting. Implements and coordinates operating practices and procedures to insure effective operations, which meet established objectives.

#### **30 - Chief Operating Officer/Executive Vice President**

Responsible for direction of the organization to ensure effective and profitable operation and growth. Accountable to the Chief Executive Officer, assists in the development of company policies, goals and objectives. Reviews operational results and implements corrective actions as required to attain company goals.

#### **80 - Administration/Operations Executive**

Responsible for planning and directing the company's staff functions in support of the overall operations of the organization. Specific responsibilities may include, but are not limited to, Operations Administration, Internal Management Information Systems, Employee Relations, Internal Consulting Services, Facilities Management, Central Purchasing and Public Relations, etc. Manages the function through lower level Vice Presidents, Directors and/or Managers. NOTE: This is the highest level position in this functional area of the organization.

#### **100 - Chief Financial Officer**

Responsible for the development and maintenance of financial plans, programs and policies of the company. Directs financial activities, including financial planning and reporting, general accounting, audit, budgetary, tax and treasury functions. May provide overall direction of management information services and/or human resources. Accountable for financial controls and lending relationships, credit, audit liaison, corporate profit planning, working capital requirements, financial direction in acquisitions and divestitures and overall financial management. Excludes those whose primary responsibility is the maintenance, administration and operation of general accounting systems and those incumbents not managing lower level managers, supervisors or employees. Normally reports directly to the CEO and is responsible for all aspects of strategic planning, policy development, budgets, staffing, etc., for the total functional unit. Excludes those incumbents whose responsibilities are at the supervisory or lower level. Normally manages two lower level managers/supervisors/employees.

#### **120 - Legal Executive/General Counsel**

This is the top legal position in the organization, with responsibility for determining corporate legal posture. As General Counsel, is responsible for protecting the company's legal interests and maintaining its operations within the scope established by law. Generally serves as or supervises Corporate Secretary. Manages the function through lower level Vice Presidents, Directors and/or Managers. Normally reports to the CEO. NOTE: This is the highest level position in this functional organization of the company.



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## **420 - Vice President Marketing**

Directs corporate marketing activities concerned with developing and analyzing market research data, identifying market potentials, establishing pricing strategies, defining and implementing advertising and promotion programs and managing marketing / contract administration. May report to the Senior Marketing and Sales Executive or to the CEO. Excludes those with sales responsibilities.

## **440 - Vice President Sales**

Plans, directs and controls the activities of the sales staff of the corporation to maximize potential volume and sell company products. Provides for the preparation and consolidation of sales forecasts which meet overall sales objectives of the company. May develop and coordinate effective dealer/distributor programs and/or marketing programs. Develops methods to track effectiveness of field sales force activities. Normally reports to the CEO/General Manager and is responsible for all aspects of strategic planning, policy development, budgets, staffing, etc., for the total functional unit. Excludes those incumbents whose responsibilities are at the supervisory or lower level. Normally manages lower level employees.

## **450 - Vice President Human Resources**

Responsible for the development, direction and coordination of Human Resources activities related to Employee Relations, EEO, Compensation, Employment, Training, Benefits Administration and the like. Develops and recommends policies and practices responsive to company requirements. Manages the function through lower level Vice Presidents, Directors and/or Managers. Normally reports to CEO. NOTE: This is the highest level position in this functional organization.

## **610 - Vice President Information Systems**

Plans, organizes, directs and controls the activities and staff involved in the study, design, development and installation of data processing systems, including systems analysis, programming and computer operations. Manages through subordinate managers, analysts and programmers, the development and installation of information systems for planning, control and operational purposes. Supervises the conduct of feasibility studies for system improvement and the preparation of system project proposals. Prepares long-range systems projects/plans with priority recommendations. Presents proposed system projects to higher management. Schedules, controls, and reports progress of system design, development and installation activities. Reviews facility and equipment requirements and prepares related recommendations. Coordinates all decentralized data processing applications and monitors equipment utilization. Prepares operational forecasts and requirements for data processing, systems development and communications. Prepares and administers project and department budgets and reports budget performance. Normally reports to CEO or most senior financial position. Manages the function through lower level Vice Presidents, Directors and/or Managers. NOTE: This is the highest level position in this functional organization.



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*JOB FAMILY:*

**ADMINISTRATION**

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**1001, 1002, 1003, 1004 - Clerical Support**

*PRIMARY DUTIES AND RESPONSIBILITIES:* Performs a variety of administrative/clerical duties. Assignments can be in functional areas such as accounting, purchasing, human resources, marketing, or other areas. Collects information for specified report formats. Maintains files, posts records, compiles minor statistical data, makes and checks routine calculations, keeps records, prepares schedules, prepares and sorts mail, proof-reads, completes forms and checks for accuracy, answers telephones and performs simple data entry and document preparation. May operate general business machines such as computer workstation, copier, calculator, fax or other similar machines. Requires good communications skills. May require a working knowledge of commonly used PC applications such as word processing, spreadsheets and databases.

At the highest level, assignments generally include preparing complex reports; checking and verifying non-routine bills, schedules, receipts, invoices, purchase orders, and other documents. Maintains complicated records requiring classification and compilation of varied information. May independently answer correspondence, handle inquiries, complaints or adjustments. Work is generally of a critical or confidential nature and requires a broad working knowledge of departmental and company practices, policies, programs, and product line. Coordinates complex activities between departments and outside parties. Contacts company personnel at all organizational levels to gather information and prepares reports.

| <b>Job Number</b> | <b>Job Level</b> | <b>Typical Knowledge, Skills, Activities &amp; Responsibilities</b>  | <b>Minimum Education</b>               | <b>Minimum Experience</b> | <b>Typical Incumbent Experience</b> |
|-------------------|------------------|--|--|---------------------------|-------------------------------------|
| <b>1001</b>       | Entry            | Under close supervision, performs a variety of minor clerical duties in accordance with specific instructions and established work procedures. Follows written and verbal instructions to accomplish assignments of a routine and repetitive nature. Normally works under the direction of higher level clerks, guidance is usually readily available. Entry level position into job family.   | Basic reading, writing and math skills | 0                         | 6-12 months                         |
| <b>1002</b>       | Intermediate     | Under limited supervision, performs a variety of semi-routine clerical duties of moderate complexity requiring the exercise of some discretion and use of limited judgment and initiative. Follows written and verbal instructions with work usually subject to spot check. Performs duties such as maintaining complex files, compiling and checking reports, searching and investigating information contained in files, processing departmental documents requiring specific knowledge of functional operations, and prepares correspondence and reports from rough drafts. | Basic reading, writing and math skills | 1+ year                   | 3+ years                            |
| <b>1003</b>       | Senior           | Under general supervision, performs advanced and complicated clerical duties requiring considerable judgment, independent analysis and detailed knowledge of departmental procedures. Performs complicated reconciliation and control functions, and compiles special studies where analysis of complicated data is required. Requires thorough knowledge of policies and practices in assigned functional area.   | Basic reading, writing and math skills | 4+ years                  | 6+ years                            |



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**1004**      Specialist      Under general direction and acting on own initiative provides complex analytical and advanced administrative support to a specialized process or function. Independently investigates and analyzes problems, determines approach, compiles and analyzes data, and prepares reports/recommendations for action. Creates, organizes, and manipulates complex databases/applications software. May provide working leadership to other clerical staff, through assignment of work, training, coordination and checking of assignments. Excludes those with bona fide supervisory responsibilities.

High school graduate or equivalent experience      6+ years      8+ years

### 1041, 1042, 1043 - Administrative Assistant

*PRIMARY DUTIES AND RESPONSIBILITIES:* Provides analytical and specialized administrative support of a non-routine, non-repetitive nature to relieve and assist executive, administrative, line and staff managers of complex details and advanced administrative duties. Typically supports one or more managers and/or staff in a department or administrative unit, or may support multiple departments. Executes special or continuous research and data analysis. Analyzes problems, determines approach, compiles and analyzes data, and prepares reports/recommendations for action by superior. Contacts company personnel at all organizational levels to gather information and prepare reports. Makes appointments, travel arrangements, meeting arrangements and coordinates activities between departments and outside parties. Answers telephones, screens calls and forwards messages. Answers correspondence and routes mail to the appropriate persons. Composes, prepares, edits and proofreads letters, reports and other correspondence. Assignments may be found in various functional areas of the company such as finance, marketing, purchasing, human resources, etc. Typically uses software packages for word processing, spreadsheets, databases, graphics and desktop publishing applications. Operates general office equipment such as computer workstation, typewriter, copier, calculator, fax or other office machines. Work is generally of a critical or confidential nature and requires a broad working knowledge of departmental and company practices, policies and programs.

At the highest level, may act as coordinator of departmental projects, following up on pending details, coordinating project team activities and monitoring progress. May provide tracking of department or project budget, keeping management apprised of budgetary status. Typically requires advanced word-processing and other personal computer skills.

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                             | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|---|--------------------|------------------------------|
| 1041       | Entry        | Under close supervision and acting on own initiative and direction, provides analytical and specialized administrative support. Independently investigates assigned problems, determining method of research, data and information requirements as well as analysis techniques.  | High school graduate or equivalent experience | 1+ year            | 3+ years                     |
| 1042       | Intermediate | Under limited supervision and acting on own initiative and direction, provides moderately complex administrative support for one or more departments or administrative units. Researches and obtains information for routine and moderately complex reports and special assignments. Requires advanced business school or secretarial training.                  | High school graduate or equivalent experience | 3+ years           | 5+ years                     |
| 1043       | Senior       | Under general supervision and acting on own initiative and direction, provides complex administrative support. Independently researches and obtains information for complex reports and special assignments. Requires advanced business school or secretarial training. May provide guidance or work leadership to lower level clerical or administrative staff. | High school graduate or equivalent experience | 5+ years           | 6+ years                     |



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## 1051, 1052 - Receptionist

*PRIMARY DUTIES AND RESPONSIBILITIES:* Receives and directs visitors, employment applicants, sales persons, employees, residents and family members to appropriate locations and parties. Handles incoming, outgoing, long distance and special conference calls. Enforces appropriate security procedures and directives. May perform related clerical work such as data entry & maintenance, filing, sorting and distributing mail. May conduct preliminary screening of employment applicants. Requires good verbal communications skills.

At the highest level, operates company phone system to receive and connect incoming telephone calls to proper party. May maintain special records and logs of telephone calls, times, charges, and company phone directory. May operate paging systems and coordinate the installation, movement and service of telephone equipment within the facility.

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                      | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|--|--------------------|------------------------------|
| 1051       | Entry        | Performs duties under close supervision. Excludes employees who operate company phone system in conjunction with normal reception duties. Entry level position into job family.                                      | Basic reading, writing and math skills | 0                  | 1+ year                      |
| 1052       | Intermediate | Under limited supervision operates single or multiple position telephone system. Handles incoming, outgoing and long distance calls. May assist in the placement of conference calls and operation of paging system. | Basic reading, writing and math skills | 1+ year            | 2+ years                     |

*JOB FAMILY:*                    **OPERATIONS/MANAGEMENT**

## 1177 – Executive/Operations Director- Site

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education             | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|--|-------------------------------|--------------------|------------------------------|
| 1177       | Site      | Manages the daily operations of the facility to ensure the highest quality operation in accordance with facility standards and resident satisfaction. On site executive for all operations. Assists with managing occupancy and monthly financial performance for the property. Maintains positive working relationships with all residents, resident family members, employees. Accountable for budget performance of the facility. Reviews hiring, promotions, disciplinary actions and termination actions in accordance with company policy. Maintains current department policies, procedures, licenses. Supervises, directs, motivates all department heads. Reviews, analyzes and evaluates resident care and implements changes. Monitors compliance with state and federal regulations. | Bachelor Degree or equivalent | 2+ years           | 4+ years                     |



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## 1178 - Executive/Operations Director - Region

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education             | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|--|-------------------------------|--------------------|------------------------------|
| 1178       | Region    | Directs the overall daily operations of multiple senior living residence facilities in an assigned geographic area to ensure the highest quality operation in accordance with facility standards. Develops long-range objectives and strategies. Prepares and manages budget, cash flow, occupancy and financial performance for properties. Supervises employee functions and staffing through subordinate supervisors. Reviews, analyzes and evaluates resident care and implements changes. Monitors compliance with state and federal regulations. | Bachelor Degree or equivalent | 5+ years           | 8+ years                     |

## 1179 - Executive/Operations Director- Corporate

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education             | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|---|-------------------------------|--------------------|------------------------------|
| 1179       | Corporate | Directs the overall operation of all senior living residence facilities. Develops long-range objectives and strategies. Manages sales and asset efforts. Conducts operations in a manner consistent with value drivers and strategic initiatives to uphold and improve resident satisfaction, employee satisfaction and operational effectiveness. Ensures adherence to current laws and regulations. | Bachelor Degree or equivalent | 8+ years           | 10+ years                    |

## 1197 - Business/Office Supervisor

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                         | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|---|--------------------|------------------------------|
| 1197       | Single level | Responsible for supervising a variety of general office activities such as payroll, accounting, human resources, purchasing and the like in an organization of limited size. May set up and maintain general office systems, procedures and methods. Coordinates office activities with a variety of other functions to provide required support. Maintains contact with outside vendors, customers and others. Typically manages the day-to-day workflow of subordinate nonexempt workers. May be located at the facility, regional or corporate level. | Associate degree or equivalent experience | 3+ years           | 5+ years                     |



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## 1198 - Business/Office Manager

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                         | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|---|--------------------|------------------------------|
| 1198       | Single level | Responsible for managing and directing a combination and variety of general office activities such as payroll, accounting, personnel, order processing, and the like in an organization of limited size where such activities must be centralized and combined for economical operations. May set up and maintain general office systems, procedures and methods. Coordinates office activities with a variety of other functions to provide required support. Maintains contact with outside vendors, customers and others. Responsible for the employment, promotion, employee evaluation, training, motivation, counseling, safety and discipline of assigned employees. | Associate degree or equivalent experience | 5+ years           | 6+ years                     |

### *JOB FAMILY:*      **HUMAN RESOURCES**

#### **2001, 2002, 2003 - Human Resources Assistant**

*PRIMARY DUTIES AND RESPONSIBILITIES:* Performs administrative tasks in support of human resources activities. Maintains files, posts records and logs, changes of status, compiles statistical data and checks human resources reports. May operate general business machines such as computer workstation, copier, calculator, fax, or other office machines. Positions may reside at either site, region or corporate level.

At the upper levels, provides information to employees regarding established human resources policies, benefits, forms, records and practices.

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                      | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|--|--------------------|------------------------------|
| 2001       | Entry        | Under close supervision performs routine administrative tasks. Assignments are generally simple and repetitive in character such as sorting and filing correspondence, employment applications, status changes and resumes. Guidance is readily available from higher level staff members. Excludes trainees with no business experience.   | Basic reading, writing and math skills | 6 months           | 1+ year                      |
| 2002       | Intermediate | Under limited supervision, performs a variety of semi-routine tasks. Assignments are of moderate complexity requiring the exercise of some discretion and use of limited judgment and initiative. Excludes those with lead responsibilities.  | Basic reading, writing and math skills | 1+ year            | 3+ years                     |
| 2003       | Senior       | Under general supervision, performs advanced and complicated clerical tasks. Assignments require application of detailed knowledge of human resources functional policies and practices. Independently handles inquiries and answers correspondence. May provide work leadership to lower level staff through assignment of work, training, coordination and checking assignments. Excludes those with full supervisory responsibilities. | Basic reading, writing and math skills | 3+ years           | 5+ years                     |



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## 2011, 2012, 2013 - General Human Resources Representative

*PRIMARY DUTIES AND RESPONSIBILITIES:* Performs professional level human resources activities in functions such as employment, compensation, benefits, training, employee relations, security, unemployment insurance and related areas. Generally specializes within two or more assigned areas. Typical tasks include interviewing, screening, evaluating and extending employment offers to qualified applicants. Reviews requests for new/revised job classifications and grade changes, prepares job descriptions, data for compensation and benefit surveys and reviews salary increase requests. Provides assistance to management in interpreting and applying company human resources policies. Counsels employees concerning work related problems and conducts termination interviews. Prepares information for employee handbook and benefits brochures. Conducts employee orientations, prepares and presents unemployment claims.

At the highest level, tasks include formulation of extensive recruiting campaigns, development of compensation plans, coordination of training programs, analysis and recommendations for benefit changes, preparation and administration of EEO and affirmative action programs and tasks of similar complexity. Analyzes trends of a competitive nature within the company and outside of company. Assists in the formulation of human resources and manpower objectives. Develops recommended courses of action to meet objectives. Conducts studies to determine feasibility, cost benefits, and potential human resources program applications.

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education  | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|--|--------------------|------------------------------|
| 2011       | Entry        | Researches and consolidates information required for analysis of human resources operations. Prepares special projects as assigned. Requires analytical skills to conduct basic research, analyze data and prepare recommendations. Ability to communicate with employees at all levels. Entry level position into job family.   | Bachelor degree in Human Resources, a related field or equivalent experience | 6-12 months        | 1+ year                      |
| 2012       | Intermediate | Performs a wide variety of human resources activities, including the development and conduct of recruiting programs, analysis of salary survey data, development of compensation structures. Reviews competitive benefits, develops recommendations for benefit additions and changes. Provides assistance to line management regarding employee relations practices. May provide technical guidance to lower level staff. | Bachelor degree in Human Resources, a related field or equivalent experience | 1+ year            | 3+ years                     |
| 2013       | Career       | Plans, conducts, and coordinates the development and administration of human resources programs. Provides staff consulting support in the investigation of new human resources programs. Conducts research into advanced human resources practices, policies and procedures and prepares recommendations for management. May provide project leadership to other staff members.  | Bachelor degree in Human Resources, a related field or equivalent experience | 3+ years           | 5+ years                     |



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## 2418 - Human Resources Manager- Site

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education  | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|---|--|--------------------|------------------------------|
| 2418       | Site      | Manages and directs the activities and staff involved in developing and maintaining human resources activities, policies and procedures at the local facility/site level. Coordinates recruitment activities, compensation programs, new hire orientations, employee benefits, health and safety and affirmative action plans through subordinate supervisors and/or lead workers to ensure positive employee relations in keeping with company objectives. May participate in compensation and benefit surveys to remain apprised of current trends, conditions and legislative changes. Makes presentations and recommendations to management regarding new or existing human resources policies. Directs the maintenance of human resources records and data systems and reviews employee changes in status to ensure fair and equitable application of compensation, human resources and employee relations policies and practices. Provides guidance to managers and supervisors in the use and application of salary ranges and increase guidelines, job evaluation plans and interpretation of human resources policies and procedures. Responsible for the employment, training, performance evaluation, counseling and discipline of assigned employees. | Bachelor Degree in Business, Human Resources, a related field or equivalent experience | 3+ years           | 5+ years                     |

## 2419 - Human Resources Manager- Region

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education   | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|--|---|--------------------|------------------------------|
| 2419       | Region    | Manages and directs the activities and staff involved in developing and maintaining human resources activities, policies and procedures for multiple properties in an assigned geographic area . Coordinates recruitment activities, compensation programs, new hire orientations, employee benefits, health and safety and affirmative action plans through subordinate supervisors and/or lead workers to ensure positive employee relations in keeping with company objectives. May participate in compensation and benefit surveys to remain apprised of current trends, conditions and legislative changes. Makes presentations and recommendations to management regarding new or existing human resources policies. Directs the maintenance of human resources records and data systems and reviews employee changes in status to ensure fair and equitable application of compensation, human resources and employee relations policies and practices. Provides guidance to managers and supervisors in the use and application of salary ranges and increase guidelines, job evaluation plans and interpretation of human resources policies and procedures. Responsible for the employment, training, performance evaluation, counseling and discipline of assigned employees. Directly manages exempt level employees. May manage nonexempt employees directly or through managers/supervisors/leads. | Bachelor degree in Business, Human Resources or related field or equivalent | 5+ years           | 7+ years                     |



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**JOB FAMILY: FOOD SERVICES**

**3002 - Busser**

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                      | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|--|--------------------|------------------------------|
| 3002       | Single level | Responsible for stocking, set up, clean up, and bussing. May assist at special events. May assist with dishwashing and food preparation. Ensures all tables and chairs are arranged properly. Sets-up and maintains utensil, condiment, napkin, and water stations. Maintains trash receptacles, recycle bins, and storage rooms. | Basic reading, writing and math skills | 3+ months          | 3+ months                    |

**3012 - Dishwasher**

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                      | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|--|--------------------|------------------------------|
| 3012       | Single level | Operates dish washing equipment and maintains the cleanliness of the dish washing area. Washes dishes, glasses, cups, trays, silverware and food service equipment of all types. Sets up and cleans dish machine area. Monitors temperatures and soap dispensing levels. Stores clean equipment and utensils. Assists in maintaining preparation and service areas in a sanitary condition. May prepare trash for disposal. May sweep and mop floors. | Basic reading, writing and math skills | 0                  | 3+ months                    |

**3022 – Waitstaff/Server**

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                      | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|--|--------------------|------------------------------|
| 3022       | Single level | Provides quality meals to residents and maintains standards of kitchen cleanliness. Communicates any “specials” to customers, may make recommendations, takes accurate orders, relays orders to cooks, and delivers meals. Tasks may include arranging and setting tables and anticipating and communicating special needs/problems to Supervisor. P | Basic reading, writing and math skills | 3+ months          | 3+ months                    |

**3032 - Food Service Operator**

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                      | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|--|--------------------|------------------------------|
| 3032       | Single level | Provides and operates food service areas such as snack bar, deli, coffee shop. Prepares and sells food. Takes food orders from customers, relays orders to kitchen, receives payment and delivers orders. Operates cash register, collects money and determines correct change. Prepares a variety of fast food such as salads, sandwiches, soups and the like. Cleans and maintains equipment and cleans dining area, condiment area and related work areas. | Basic reading, writing and math skills | 3+ months          | 5+ months                    |



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### 3043 - Cook

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                      | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|--|--------------------|------------------------------|
| 3043       | Single level | Plans, prepares and cooks a variety of foods. Provides for preparation of special dietary requirements.. Cleans and maintains equipment and work area to ensure a high level of safety and sanitation. | Basic reading, writing and math skills | 1+ year            | 2+ years                     |

### 3065 - Head Chef

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                      | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|--|--------------------|------------------------------|
| 3065       | Single level | Plans, organizes, and coordinates all food and meals served at the facility or regional level. Manages the department and kitchen staff. Provides for preparation of special dietary requirements. | Basic reading, writing and math skills | 2+ years           | 4+ years                     |

### 3273 - Dietician – Site

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education  | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|--|--------------------|------------------------------|
| 3273       | Single level | Coordinates nutritional care of residents by completing nutritional assessments, developing and implementing care plans and documenting dietary information about residents. Under direction of regional dietician, ensures diet plan is consistent with regional direction. | Registration with American Dietetic Association Commission | 2+ years           | 2+ years                     |

### 3283 – Dietician - Region

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education  | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|--|--------------------|------------------------------|
| 3283       | Single level | Coordinates nutritional care of residents for multiple properties in an assigned geographic area by completing nutritional assessments, developing and implementing care plans and documenting dietary information about residents. | Registration with American Dietetic Association Commission | 3+ years           | 3+ years                     |



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## 3363 - Food Services Specialist

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                             | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|---|--------------------|------------------------------|
| 3363       | Single level | Assists with planning, directing, coordinating the activities of the food service departments at site or regional level. Resolve food cost and quality issues, address sanitation concerns, improve efficiency of dining services operation. Assists with start-up of new food services departments; reviews menu systems for accuracy, assists with setup of kitchen. | High School graduate or equivalent experience | 1+ year            | 2+ years                     |

## 3365 - Food Services Supervisor

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                             | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|---|--------------------|------------------------------|
| 3365       | Single level | Supervises employees engaged in serving food and in maintaining cleanliness of food service areas and equipment: Trains workers in performance of duties. Assigns and coordinates work of employees to promote efficiency of operations. Supervises serving of meals. Inspects kitchen and dining areas and kitchen utensils and equipment to ensure sanitary standards are met. Requisitions and inspects foodstuffs, supplies, and equipment to maintain stock levels and ensure standards of quality are met. Prepares work schedules and evaluates work performance of employees. May interview, select, or hire new employees. | High School graduate or equivalent experience | 2+ year            | 3+ years                     |

## 3376 – Dining Room Manager

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                         | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|---|--------------------|------------------------------|
| 3376       | Single level | Oversees the opening and closing of the dining room and kitchen, serving all customers, including residents, potential residents, families, guests and employees in the community. Supervises, develops and schedules the dining room staff. Develops and maintains tools necessary to monitor server station assignments, side work responsibilities and pre-set requirements. Knows dietary policies and procedures, food-handling techniques, food safety and sanitation. | Associate degree or equivalent experience | 1+ year            | 2+ years                     |

## 3477 - Dining and Food Services Manager - Site

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education             | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|-------------------------------|--------------------|------------------------------|
| 3477       | Single level | Plans, directs and coordinates activities of the dining services department and provides food services for residents and employees. Develops standards for organization and supervision of dining services, maintains quality dining services within prescribed budget, determines quality and quantity of food required, plans menus, ensures meals meet nutritional requirements of residents, oversees food preparation and cooking, inspects work, storage and serving areas, prepares staff schedules, maintains inventory of food and nonfood items. | Bachelor Degree or equivalent | 2+ years           | 4+ years                     |



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### 3478 - Dining and Food Services Manager/Director - Region

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education             | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|-------------------------------|--------------------|------------------------------|
| 3478       | Single level | Plans, directs and coordinates activities of the dining services department and food services for multiple locations in an assigned geographic area. Develops standards for organization and supervision of dining services, maintains quality dining services within prescribed budget, determines quality and quantity of food required, plans menus, ensures meals meet nutritional requirements of residents, oversees food preparation and cooking, inspects work, storage and serving areas, prepares staff schedules, maintains inventory of food and nonfood items. | Bachelor Degree or equivalent | 3+ years           | 5+ years                     |

### 3479 - Dining and Food Services Manager/Director – Corporate

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education             | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|-------------------------------|--------------------|------------------------------|
| 3479       | Single level | Establishes departmental regulations and procedures in conformance with administrative policies. Develops standards for organization and supervision of dining and food services. Resolves dining services labor issues. Controls costs. Drives efficiency of operations. Determines start-ups of new dining services departments. Rolls out national, regional and local vendor programs for food service departments. | Bachelor Degree or equivalent | 6+ years           | 8+ years                     |

### *JOB FAMILY:*      **ACCOUNTING/FINANCE**

#### **4001, 4002, 4003 - Accounting Assistant**

*PRIMARY DUTIES AND RESPONSIBILITIES:* Performs clerical accounting duties in areas such as accounts payable, accounts receivable, cost accounting, payroll or credit and collections. Follows established routines to accomplish assignments such as sorting and filing accounting records and data. Collects information, posts records, compiles data, makes and checks basic calculations, prepares and sorts mail, answers phones, and prepares data/documents. Posts detailed entries to accounting records and handles routine transactions such as allotments, disbursements, payroll operations, voucher preparation and remittances, and prepares standard journal and ledger entries. May operate general business machines such as computer, typewriter, copier, calculator, and fax machine or similar office equipment.

At the highest level, performs specialized calculations, posting and accounting functions. Codes accounts payable invoices for proper account distribution, checks prices, quantities and extensions; receives remittances, posts to proper accounts and prepares transmittal documents; prepares and issues credit and debit memos; prepares, extends and issues bills and invoices from appropriate sales and shipping documents; prepares payroll input data, maintains payroll control; maintains expense report controls and accounts; prepares periodic reports summarizing business and financial activities. Codes data for input to financial data processing system; reconciles difficult report discrepancies and problems.



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| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                       | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|---|--------------------|------------------------------|
| 4001       | Entry        | Under close supervision, performs routine and repetitive accounting clerical duties. Follows well established routines to accomplish assignments. Entry level position into job family.  | Basic reading, writing and math skills. | 0                  | 1+ year                      |
| 4002       | Intermediate | Under limited supervision, performs standard accounting clerical duties. Prepares and verifies various standard accounting entries for financial data processing system; reconciles report discrepancies and problems. Excludes those with lead responsibilities.  | Basic reading, writing and math skills  | 1+ year            | 3+ years                     |
| 4003       | Senior       | Under general supervision, performs non-routine accounting support duties. Normally responsible for a complete and systematic set of transactions in a specific phase of accounting, requiring acquired knowledge of specified accounting policies and practices. May provide work leadership to others through assignment of work, monitoring of progress, review of results, orientation and technical instruction. Excludes those with full supervisory responsibilities. | Basic reading, writing and math skills  | 3+ years           | 5+ years                     |

### 4021, 4022, 4023, 4024 - Accountant

*PRIMARY DUTIES AND RESPONSIBILITIES:* Responsible for performing professional Accountant assignments, including providing specialized or general analysis in various accounting functions such as Accounts Receivable, Accounts Payable, Payroll, Cost Accounting, Property Accounting and General Accounting. Reviews and analyzes journal vouchers, accounting classifications and other accounting/financial statements, records and reports. Prepares balance sheets, makes adjustments and closing entries, prepares profit and loss statements, inventory, receipts and disbursements. Computes and distributes labor, material and overhead costs, journal entries, maintains ledgers, reconciles and analyzes cost account ledgers. May establish and maintain property accounting records.

At the highest level, develops and installs difficult accounting systems, methods, procedures, and controls. Balances complex accounts; prepares complex federal, local or state reports and tax returns. Provides interpretation of accounts, methods and records for managers and officers.

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education   | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|---|--------------------|------------------------------|
| 4021       | Entry        | Following established procedures, performs detailed accounting assignments requiring a basic knowledge of accounting theory and principles. Work is subject to general review and under the direction of senior accountants. Entry level position into job family, excludes those without equivalent combination of academic preparation and experience. | Bachelor degree in Accounting, a related field or equivalent experience | 6 –12 months       | 1+ year                      |
| 4022       | Intermediate | Following general instructions and with discretion as to work details, performs accounting tasks of a difficult nature requiring knowledge of accounting principles  | Bachelor degree in  | 2+ years           | 3+ years                     |



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and practices. Interprets accounting data, analyzes reports and recommends action to be taken. Assists in the development and installation of accounting systems, cost accounting methods, procedures and controls.

Accounting, a related field or equivalent experience

|             |            |  |   |          |          |
|-------------|------------|--|---|----------|----------|
| <b>4023</b> | Career     | Performs accounting duties of a complex nature requiring advanced knowledge and competency in accounting principles and practices. Works with broad discretion as to work details on assignments of a varied, diverse and difficult nature.  | Bachelor degree in Accounting, a related field or equivalent experience | 4+ years | 5+ years |
| <b>4024</b> | Specialist | Performs highly complex accounting tasks providing specialized analyses in various accounting functions such as Accounts Receivable, Accounts Payable or Cost Accounting. Develops and recommends complex accounting systems, methods, procedures and controls. Develops and/or modifies major policies and procedures for financial reporting and cost analysis in specialized areas. CPA certification requires a Masters degree. May provide work leadership for an accounting functional unit such as Payroll, Accounts Receivable, Cost Accounting, Consolidations, or act as Site Accountant. Excludes those with full supervisory responsibilities. | Bachelor degree in Accounting, a related field or equivalent experience | 6+ years | 8+ years |

### 4052, 4053 - Payroll Assistant

**PRIMARY DUTIES AND RESPONSIBILITIES:** Records time card entries, computes overtime, sick leave, vacation, holiday pay, termination pay, taxes, other employee deductions. Prepares pay checks or processes entries to payroll service. Maintains records and files related to federal/ state withholding taxes, FICA, credit union payments, insurance deductions, benefits, direct-deposit and payroll deductions.

At the highest level, compiles information of straight and overtime pay and computes variance to normal pay. Prepares tax deposits and reports. Handles account reconciliation's to the General Ledger for payroll liabilities.

| Job Number  | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education   | Minimum Experience | Typical Incumbent Experience |
|-------------|--------------|--|---|--------------------|------------------------------|
| <b>4052</b> | Intermediate | Under limited supervision performs standard tasks related to payroll accounting. May distribute pay checks. May operate computer workstation or similar equipment. Entry level position into job family, excludes trainees.  | Basic reading, writing and math skills                                    | 1+ year            | 2+ years                     |
| <b>4053</b> | Senior       | Under general supervision, performs a wide variety of functions relating to payroll accounting for the various payrolls such as salaried employees, hourly employees, and/or union employees. Utilizes computer workstation or similar equipment. May provide work leadership to lower staff members; excludes those with full supervisory responsibilities. | Basic reading, writing and ability to perform basic accounting operations | 3+ years           | 5+ years                     |



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## 4097 - Payroll Supervisor

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                                      | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|--|--------------------|------------------------------|
| 4097       | Single level | Responsible for the development, implementation, maintenance, management, and direction of the employee payroll function. Develops and directs the preparation of reports summarizing payroll taxes, profit sharing, deductions and withholdings. Directs the audit of payroll summaries, bank balances, labor and wage reports and payroll operations. Provides specialized payroll and deduction information and assistance as required. Ensures compliance with all applicable government and regulatory laws, regulations and requirements. Ensures the reconciliation and analysis of related balance sheet accounts, inventory accounts, ledgers, and journals. Directs the development and implementation of new and revised payroll reporting and analysis systems, and department policies and procedures. Directs the coordination of payroll functions with other departments. This is typically the first level of management in this job family. May directly manage exempt level employees. May manage nonexempt employees directly or through supervisors/leads. | Bachelor Degree in Accounting or equivalent experience | 4+ years           | 5+ years                     |

## 4098 - PAYROLL MANAGER

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education   | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|--|---|--------------------|------------------------------|
| 4098       | Manager   | Responsible for the development, implementation, maintenance, management, and direction of the employee payroll function. Develops and directs the preparation of reports summarizing payroll, profit sharing, deductions, withholding and the like. Directs the audit of payroll summaries, bank balances, labor and wage reports and payroll operations. Provides specialized payroll and deduction information and assistance as required. Ensures compliance with all applicable government and regulatory laws, regulations and requirements. Ensures the reconciliation and analysis of related balance sheet accounts, inventory accounts, ledgers, and journals. Directs the development and implementation of new and revised payroll reporting and analysis systems, and department policies and procedures. Excludes those who primarily direct nonexempt employees. Directs the coordination of payroll functions with other departments such as Accounting, Data Processing, Human Resources and the like. This is typically the first level of management in this job family. Directly manages exempt level employees. May manage nonexempt employees directly or through supervisors/leads. | Bachelor Degree in Accounting, Business Administration or equivalent experience | 5+ years           | 7+ years                     |



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## 4151, 4152, 4153, 4154 – Financial Analyst

**PRIMARY DUTIES AND RESPONSIBILITIES:** Responsible for performing professional Financial Analyst assignments, including conducting special studies and surveys to summarize and analyze complex financial actions and prepare recommendations for policy, procedure, control or action. Provides interpretation and application of corporate, divisional or regional level financial policies, governmental legislation, accounting theory or customer financial regulations which may require knowledge of financial principles, practices and application. Evaluates profit plans, capital expenditures proposals, real estate assets, investment opportunities, operating records and financial statements. Directs and/or assists in the preparation of special studies, reports, analyses and recommendations in areas such as budgets, forecasts, financial plans, governmental requirements, statistical reports and business forecasts for the financial community or management use. Coordinates with all levels of management, within and outside of the company, to gather, analyze, summarize, and prepare recommendations regarding financial plans, budgetary controls, acquisition activity, trended future requirements, operating forecasts and similar complex financial matters.

At the highest level, acts as a key technical expert on financial analysis issues, concerns and special projects. Interfaces with top management, responding to their requests for financial data and to resolve reporting and compliance issues. Plans, coordinates and executes policy implementation applicable to the installation of improved financial controls and operations. Performs complex economic research and studies on subjects such as rates of return, depreciation, working capital requirements,, real estate investments, investment performance and opportunities, impact of governmental requirements and the like. Organizes information from a variety of sources to establish data banks for use in analyzing and creating future plans and forecasts.

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education   | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|---|--------------------|------------------------------|
| 4151       | Entry        | Performs specialized financial, accounting or planning activities following general project or departmental guidelines, procedures and precedents in support of various financial functions such as budgeting, auditing, financial planning, taxes and consolidations.   | Bachelor degree in Finance, related field, or equivalent experience                           | 1+ year            | 1+ year                      |
| 4152       | Intermediate | Performs specialized financial, accounting or planning activities, investigations, coordination and analysis requiring competence and specialized knowledge of various financial functions such as budgeting, auditing, financial planning, taxes and consolidations.  | Bachelor degree in Finance, related field, or equivalent experience                           | 2+ years           | 3+ years                     |
| 4153       | Career       | Develops, interprets and implements highly complex financial/accounting concepts and advanced techniques for financial planning and control. Provides specialized technical analysis to determine present and future financial performance. Directs the development and implementation of new concepts and techniques for financial information analysis.  | Bachelor degree in Finance, related field, or equivalent experience                           | 4+ years           | 4+ years                     |
| 4154       | Specialist   | Prepares special reports and financial studies for management and alerts them to significant variances to plan. Coordinates, negotiates and resolves financial compliance issues with various governmental agencies to ensure accurate interpretation. Conducts and may lead audits. May provide functional and technical direction to other financial staff members, excludes those with full supervisory responsibilities. | Bachelors Degree, Master degree preferred in Finance, related field, or equivalent experience | 5+ years           | 8+ years                     |



# SENIOR LIVING 2010 COMPENSATION SURVEY



## 4287 – Accounting/Finance Supervisor

| Job Number | Job Level  | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                                      | Minimum Experience | Typical Incumbent Experience |
|------------|------------|---|--|--------------------|------------------------------|
| 4287       | Supervisor | Supervises a combination of clerical accounting functions such as accounts payable, accounts receivable, general ledger, payroll, and similar areas at local, regional or corporate level. Reviews vouchers, accounting documents, and records submitted by subordinates, resolves difficult problems and discrepancies, prepares complex reports and is responsible for the day-to-day operations of the assigned functional area. First level exempt supervisory position over the clerical accounting function. Excludes working leaders and supervisors of accountants; includes only those employees with full supervisory duties. Typically manages the day-to-day workflow of subordinate nonexempt workers. | Bachelor Degree in Accounting or equivalent experience | 4+ years           | 5+ years                     |

## 4288 - Accounting/Finance Manager 1

| Job Number | Job Level         | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                                      | Minimum Experience | Typical Incumbent Experience |
|------------|-------------------|--|--|--------------------|------------------------------|
| 4288       | Manager Level One | Responsible for the management, direction, and operation of a combination of general accounting activities including accounts payable, accounts receivable, general ledger, payroll, subsidiary ledgers and related functions at local, regional or corporate level. Provides for the preparation of financial statements, reports in such areas as recording disbursements, expenses, and tax payments. Provides financial reports covering sales, earnings, cash balances and other financial results. Coordinates efforts and information requirements with other accounting managers to ensure accurate financial reporting. Plans and directs the development, implementation, and operation of accounting systems and procedures to reduce costs and obtain improved information. Excludes company or division controllers. This is typically the first level of management in this job family. Directly manages exempt level employees. May manage nonexempt employees directly or through supervisors/leads. | Bachelor Degree in Accounting or equivalent experience | 5+ years           | 6+ years                     |



# SENIOR LIVING 2010 COMPENSATION SURVEY



## 4289 - Accounting/Finance Manager 2

| Job Number | Job Level         | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education   | Minimum Experience | Typical Incumbent Experience |
|------------|-------------------|---|---|--------------------|------------------------------|
| 4289       | Manager Level Two | Plan, direct and coordinate activities relating to accounting, fiscal report, debt management, treasury functions including cash management, investments, business licensing administration and sales tax administration, real estate, risk management, purchasing, warehousing at the corporate or regional level. Ensures an appropriate financial policy framework is in place to guide financial decision making. Prepare annual budget and forecasts. Maintain records to meet legal and tax requirements and to measure inputs and outcomes of operations. Prepares monthly and annual financial reports. | Bachelor or Master degree in Business Admin or related field or equivalent experience | 6+ years           | 7+ years                     |

*JOB FAMILY:*      **HOUSEKEEPING SERVICES**

## 4512, 4514 - HOUSEKEEPER

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                      | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|--|--------------------|------------------------------|
| 4512       | Intermediate | Cleans residents' rooms, some common areas and bathrooms Dusts, vacuums, sweeps and mops. May clean dining area, employee lounges, staff offices. Washes and waxes floors. Prepares rooms for move-in as assigned.  | Basic reading, writing and math skills | 1 month            | 6+ months                    |
| 4514       | Lead         | Performs room checks to ensure proper cleanliness of rooms. Prepares staffing schedules and daily assignments. Monitors inventory levels and orders needed equipment and supplies. Ensures adequate training for all new staff. Maintains budget for housekeeping department. | Basic reading, writing and math skills | 1+ year            | 3+ years                     |



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## 4532 – Laundry Operator

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                      | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|--|--------------------|------------------------------|
| 4532       | Single level | Operates and tends to washing and drying equipment, extractors and tumblers. Washes and dries articles such as cloth garments, linens, sheets, towels, rugs, etc. Irons or presses articles, using hand iron or pressing equipment. Receives and marks articles for laundry with identifying code or name. Sorts articles, folds, wraps or hangs items for airing out, pickup or delivery. Pre-soaks, sterilizes, scrubs, spot-cleans and dries contaminated or stained articles. Mixes and adds detergents, dyes, bleach, starch and other solutions and chemicals to clean or dry articles. | Basic reading, writing and math skills | 1+ month           | 3+ months                    |

## 4565 – Housekeeping Supervisor

| Job Number | Job Level  | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                      | Minimum Experience | Typical Incumbent Experience |
|------------|------------|--|--|--------------------|------------------------------|
| 4565       | Supervisor | Assists the Manager/Director of Housekeeping in coordinating and performing housekeeping services to assure a high standard of cleanliness and resident satisfaction. May be required to supervise other staff positions. Assists in coordinating staffing schedules to ensure the cleaning of offices, common areas, public spaces and resident rooms. Uses cleaning chemicals safely and properly in accordance with guidelines and assures compliance with local, state and federal safety standards and other relevant rules and regulations. Schedules the preparation of rooms for move-ins. Conducts inspections. Maintains inventory control systems for supplies. | Basic reading, writing and math skills | 3+ months          | 6+ months                    |

## 4566 - Housekeeping Manager/Director

| Job Number | Job Level        | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                      | Minimum Experience | Typical Incumbent Experience |
|------------|------------------|--|--|--------------------|------------------------------|
| 4566       | Manager/Director | Coordinates and performs housekeeping services to assure a high standard of cleanliness both inside and outside the building. Supervises the housekeepers and may be required to supervise other staff position. Coordinates staffing schedules to ensure the proper cleaning of offices, public spaces, and resident rooms. Schedules and conducts training sessions and department meetings for housekeeping personnel. Develops and monitors department budget. | Basic reading, writing and math skills | 6+ months          | 1+ year                      |



# SENIOR LIVING 2010 COMPENSATION SURVEY



**JOB FAMILY: SALES/MARKETING**

**5011, 5012, 5013 – Sales/Marketing Representative**

*PRIMARY DUTIES AND RESPONSIBILITIES:* Responsible for all aspects of residence sales and marketing programs to meet leasing and occupancy goals. Generates leads and referrals. Creates and maintains a positive image of the property with residents, the community and other staff personnel. Conducts residence tours and orientations. Responsibilities may include such activities as public relations, advertising, community affairs/outreach, business development, planning, programs, research and events. Responds to inquiries from prospective residents. May coordinate move-in arrangements.

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                        | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|--|--------------------|------------------------------|
| 5011       | Entry        | Under close supervision, performs routine and repetitive duties. Follows well established routines to accomplish assignments. Assists in touring, phone support, customer contact. Participates in community outreach. Enters data for lead tracking. Entry level position into job family. | Bachelor Degree or equivalent experience | Six months         | 1+ year                      |
| 5012       | Intermediate | Under limited supervision, performs standard duties. Coordinates event planning. Maintains and organizes lead and outreach tracking systems. Plans and coordinates community events that result in awareness, leads, sales.   | Bachelor Degree or equivalent experience | 2+ years           | 3+ years                     |
| 5013       | Career       | Under general supervision, performs non-routine duties. Normally ensures expectations are met for budget and occupancy goals. Identifies and prioritizes referral sources in market place. Conducts networking and referral development calls in community.                                 | Bachelor Degree or equivalent experience | 3+ years           | 5+ years                     |

**5077 - Sales/Marketing Director - Site**

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                                  | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|--|--|--------------------|------------------------------|
| 5077       | Site      | Works closely with senior management in the development and execution of the marketing plan. Ensures the departments meet expectations for budget. Meets/exceeds all lead generation expectations. Responsible for internal and external sales programs. Works closely with property management and staff on all issues. | Bachelor or Master Degree or equivalent experience | 5+ years           | 7+ years                     |



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### 5078 - Sales/Marketing Director-Region

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                                  | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|---|--|--------------------|------------------------------|
| 5078       | Region    | Responsible for all community sales activities for one or more residences in a geographic region. Develops and executes marketing plan for multiple residences in assigned geographic area. Ensures design and implementation of all strategic sales plans throughout residences per established company standards. Ensures adherence to sales and marketing programs to achieve residence occupancy and revenue goals. Develops and implements marketing plans to sustain/improve occupancy. Manages move-in/outs to achieve | Bachelor or Master Degree or equivalent experience | 5+ years           | 7+ years                     |

### 5079 - Top Sales/Marketing Executive

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                                  | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|--|--------------------|------------------------------|
| 5079       | Single level | Directs region/corporate marketing activities concerned with developing and analyzing market research data, identifying market potentials, establishing pricing strategies, defining and implementing advertising and promotion programs and managing marketing/contract administration. Responsible for increasing customer base by creating and implementing strategic plans that include market analysis, identifying, engaging and supporting new and existing business. | Bachelor or Master Degree or equivalent experience | 9+ years           | 12+ years                    |

### *JOB FAMILY:*      **RESIDENT SERVICES**

#### 6002 – Shuttle/Van Driver

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education  | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|--|--------------------|------------------------------|
| 6002       | Single level | Provides transportation to residents for doctor appointments, banking, grocery shopping and other miscellaneous activity programs. Drives residents to events and programs per the activity schedule. Assists residents in and out of vehicle. Accounts for all residents presence when leaving or returning to the residence. May perform limited maintenance on vehicle such as fueling, minor service and washing. | Basic reading, writing and math skills. Valid drivers license. | 1+ month           | 1+ month                     |



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### 6011, 6012, 6014 - Resident Care Provider

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                      | Minimum Experience            | Typical Incumbent Experience |
|------------|--------------|---|--|-------------------------------|------------------------------|
| 6011       | Entry        | Assists residents with activities of daily living. Bathes, dresses, undresses, grooms patients. Serves meals and/or escorts to/from meals. Encourages residents to socialize and participate in planned activities or programs. May assist in maintaining residents' records daily. May assist residents with medication as directed. May maintain medication records. Maintains a safe, clean orderly environment. | Basic reading, writing and math skills | 0-3 months related experience | 3-6 months                   |
| 6012       | Intermediate | Assists residents with activities of daily living. Bathes, dresses, undresses, grooms patients. Serves meals and/or escorts to/from meals. Encourages residents to socialize and participate in planned social and leisure activities or programs. Maintains residents' records daily. Assists residents with medication as directed. Maintains medication records. Maintains a safe, clean orderly environment.    | Basic reading, writing and math skills | 6+ months related experience  | 1+ year                      |
| 6014       | Lead         | Same as intermediate and also handles medication administration. Verifies that self-medicating residents are taking meds, reviews medication book for errors, reviews medication sheets. Assists supervisor with administrative tasks (stock supplies, follows-up on bath schedules, checks charts for signatures, prepares activity sheets for month. Encourages residents' independence.                          | Basic reading, writing and math skills | 1+ year related experience    | 2+ years                     |

### 6065 - Resident Care Supervisor

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                         | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|---|--------------------|------------------------------|
| 6065       | Single level | Provides direct supervision of care giving within the residence. Directly supervises staff, coordinates training/education of resident care staff, completes nursing schedules, monitors staff in administration of medication and may conduct pre-admission screening. | Associate degree or equivalent experience | 2+ years           | 4+ years                     |



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## 6066 - Resident Services Director-Site

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                        | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|--|--|--------------------|------------------------------|
| 6066       | Site      | Assists residents in identification of appropriate resources in order to maintain their highest level of independence and satisfaction. Problem solves for health, social, and emotional needs and coordinates support services. Monitors outside care providers working at the property. Assesses prospective residents for appropriateness of residency. Coordinates new resident orientation processes to ensure smooth transition and appropriate socialization activities. Conducts family conferences. Responds to emergencies to assess situation. Addresses and follows-up on resident concern, incident and accident reports. Communicates with health care providers to monitor and assess health conditions, safety issues and needs of residents. Reviews hiring, promotions, disciplinary actions and termination actions in accordance with company policy. Normally reports to Executive Operations Director at site or regional level. | Bachelor Degree or equivalent experience | 3+ years           | 5+ years                     |

## 6067 - Resident Services Director- Region

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                        | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|--|--|--------------------|------------------------------|
| 6067       | Region    | Directs the overall operation for Resident Services in assigned geographic area. Develops plans and programs to identify appropriate resources in order to maintain highest level of resident independence and satisfaction. Designs programs to solve health, social, and emotional needs of residents. Ensures consistency and quality of outside care providers working at properties in the region. Develops guidelines to assess prospective residents for appropriateness of residency. Designs new resident orientation processes to ensure smooth transition and appropriate socialization activities. Reviews reports for resident concern, incident and accident reports in the region. Monitors health care providers to assess health conditions, safety issues and needs of residents. Reviews, analyzes and evaluates resident care and identifies needed changes. Reviews hiring, promotions, disciplinary actions and termination actions in accordance with company policy. | Bachelor Degree or equivalent experience | 4+ years           | 5+ years                     |



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### 6068 - Resident Services Director- Corporate

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                        | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|--|--|--------------------|------------------------------|
| 6068       | Corporate | Directs the overall operation for Resident Services. Develops long-range strategies to identify appropriate resources in order that residents maintain their highest level of independence and satisfaction. Directs strategy for use of outside care providers. Develops consistent approaches to new resident orientation processes. May participate in the development of staffing and budgetary guidelines for the company. Ensures adherence to current laws and regulations. Reviews hiring, promotions, disciplinary actions and termination actions in accordance with company policy. | Bachelor Degree or equivalent experience | 5+ years           | 7+ years                     |

### 6113 - Activities Assistant

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                      | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|--|--------------------|------------------------------|
| 6113       | Single level | Responsible to assist in planning, organizing, implementing a program of therapeutic activities designed to meet the social, spiritual, intellectual, emotional, educational and physical needs and interests of residents in accordance with the comprehensive resident care plan. Works closely with residents, family members, volunteers, and resident staff. Encourages residents' participation in activities that enhance their quality and appreciation for life. | Basic reading, writing and math skills | 3+ months          |                              |

### 6176 - Activities Director-Site

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education   | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|--|---|--------------------|------------------------------|
| 6176       | Site      | Responsible for planning, organizing, implementing programs and events of therapeutic activities designed to meet the social, spiritual, recreational, intellectual, emotional, educational and physical needs and interests of residents in accordance with the comprehensive resident care plan. Works closely with residents, family members, volunteers and resident staff to determine interests. Develops and manages department budget. Develops and distributes resident communications on a regular basis. Plans and coordinates resident outings and events. | Basic reading, writing and math skills. May be certified as Therapeutic Recreation Specialist | 6+ months          | 1+ year                      |



## SENIOR LIVING 2010 COMPENSATION SURVEY



### 6177 - Activities Director- Region

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education   | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|---|---|--------------------|------------------------------|
| 6177       | Region    | For multiple sites in assigned geographic region, responsible for planning, organizing, implementing programs and events of therapeutic activities designed to meet the social, spiritual, recreational, intellectual, emotional, educational and physical needs and interests of residents. Develops and manages regional budget. Develops programs to uphold and improve customer satisfaction. | Basic reading, writing and math skills. May be certified as Therapeutic Recreation Specialist | 1+ year            | 1+ year                      |

### 6233 - Beautician/Stylist

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education   | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|---|--------------------|------------------------------|
| 6233       | Single level | Provides services such as shampoo and setting of hair, hair coloring, perms and manicures. Ensures residents and guests with scheduled appointments are serviced promptly, positively, professionally. Keeps beauty salon well stocked with supplies. Ensures that salon meets cleanliness and sanitation standards. | Certificate from college or technical school preferred. State beautician license as required. | 3+ months          | 6+ months                    |

### 6243 - Fitness/Recreation Therapist

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                        | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|--|--------------------|------------------------------|
| 6243       | Single level | Plans, directs or coordinates medically-approved recreation and fitness programs for residents. May assess residents condition and recommend appropriate activity. Instructs residents in activities and techniques designed to meet specific physical and psychological needs. Develops treatment plan to meet needs of resident, based on needs assessment and objectives of therapy. Evaluates reactions to treatment experiences to assess progress or regression and effectiveness of treatment plan. Modifies treatment program based on observation and evaluation of progress. | Bachelor Degree or equivalent experience | 1+ year            | 1+ year                      |



# SENIOR LIVING 2010 COMPENSATION SURVEY



## JOB FAMILY: **FACILITIES/MAINTENANCE**

### 6511, 6512, 6513 - Facilities Maintenance Technician

*PRIMARY DUTIES AND RESPONSIBILITIES:* Performs repairs, modifications and preventative maintenance on building and facilities, equipment, fixtures and systems. Duties may include electrical, plumbing/pipe fitting, welding, sheet metal, HVAC, carpentry, painting or mechanical. May perform installation, maintenance and modification of air conditioning, refrigeration and ventilation equipment and systems in various facility applications. Conducts preventive maintenance inspections and performs required preventive maintenance actions such as lubrication, cleaning and filter change. Utilizes a wide variety of hand and portable power tools. Assists in the movement of furniture, materials and equipment as required.

At the highest level, reviews service requests for repairs and maintenance, determines nature of problem and recommends appropriate solution. Works from blueprints, schematic sketches, oral and written instructions. Capable of planning and completing any job assigned. Coordinates work of outside contractors.

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                      | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|--|--------------------|------------------------------|
| 6511       | Entry        | Under close supervision, performs simple repairs, modifications and preventative maintenance. Troubleshoots, repairs and maintains standard facility systems. May install minor modifications. Excludes trainees with no previous experience.  | Basic reading, writing and math skills | 0                  | 6+ months                    |
| 6512       | Intermediate | Under limited supervision, proficiently performs repairs, modifications and preventative maintenance. Troubleshoots, repairs and maintains facility plumbing, mechanical and electrical systems. May install minor modifications.  | Basic reading, writing and math skills | 1+ year            | 3+ years                     |
| 6513       | Senior       | Under general supervision, performs highly complex repairs, modifications and preventative maintenance. Installs, troubleshoots, repairs and maintains a wide variety of facility plumbing, mechanical and electrical systems. May provide work leadership for lower level maintenance employees through assignment of work, coordination of effort, providing technical guidance and review of assignment progress. | Basic reading, writing and math skills | 2+ years           | 5+ years                     |

### 6552 - Groundskeeper

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                      | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|--|--------------------|------------------------------|
| 6552       | Single level | Under limited supervision, performs groundskeeping tasks to maintain and care for assigned landscaped areas. Cultivates and fertilizes lawns, plants, shrubs and trees; prepares soil for sowing seeds, waters turf and ornamental ground covers, sprays and reseeds as necessary. Operates grounds keeping equipment such as mobile lawn mowers, power edgers, trimmers, power mowers and other related equipment. Sweeps and maintains sidewalks, driveways, building entrances and | Basic reading, writing and math skills | 6+ months          | 1+ year                      |



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other assigned areas.

## 6642, 6643 - Janitor/Custodian

*PRIMARY DUTIES AND RESPONSIBILITIES:* Performs minor maintenance and custodial duties in office, public areas and rest areas, maintaining premises in a clean and orderly manner. Operates commonly used types of power cleaning and polishing equipment. Performs custodial tasks such as sweeping, mopping and waxing floors; dusting and polishing woodwork, fixtures and equipment; washing windows, walls and lavatory facilities. May perform minor preventative maintenance tasks on equipment, machinery equipment and systems such as lubrication, cleaning and filter change. Assists in the movement and relocation of furniture, equipment and machinery as required.

| Job Number | Job Level            | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                               | Minimum Experience | Typical Incumbent Experience |
|------------|----------------------|--|---|--------------------|------------------------------|
| 6642       | Entry                | Under close supervision, performs minor maintenance and custodial duties. Guidance from superiors is always available. Entry level position into job family. | Basic reading, writing and communication skills | 0                  | 0-3 months                   |
| 6643       | Intermediate or Lead | Under limited supervision, performs maintenance and custodial duties. May provide work leadership to lower level custodians.                                 | Basic reading, writing and communication skills | 1+ year            | 1+ year                      |

## 6671 - Security Guard

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                               | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|---|--------------------|------------------------------|
| 6671       | Single level | Under limited supervision, guards and patrols company property, facilities to protect property, residents and staff from fire, theft, vandalism, illegal entry and other hazards. Monitors resident emergency systems. Controls entrance points. May receive and direct visitors to desired areas. Periodically tours premises, examines doors, windows, and gates to determine security status. Observes departing persons to monitor and prevent theft of company property. Maintains security reports and records. Reports irregularities and coordinates activities with local law enforcement agencies as required. | Basic reading, writing and communication skills | 6+ month           | 6+ months                    |



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## 6687 - Security Supervisor

| Job Number | Job Level  | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                               | Minimum Experience | Typical Incumbent Experience |
|------------|------------|---|---|--------------------|------------------------------|
| 6687       | Supervisor | Provides first-level supervision to employees engaged in site security and protection. May be responsible for security activities of an assigned shift or geographic area. Ensures that security practices are enforced and implemented by assigned security staff. Investigates security problems and refers those beyond authority to appropriate management and law enforcement entities. Responsible for the employment, training, employee motivation and discipline of assigned employees. Excludes working leads. Typically manages the day-to-day workflow of subordinate nonexempt workers | Basic reading, writing and communication skills | 1+ year            | 1+ year                      |

## 6688 - Security Manager

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                        | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|---|--|--------------------|------------------------------|
| 6688       | Manager   | Plans, organizes, directs, and controls the activities and staff involved in developing and administering the company security policies, procedures and programs. Provides security controls of company facilities, equipment, and materials. Recommends procedures and systems for visitor control, employee identification, and the safeguard of company facilities, equipment, material, employee and resident property. Provides security control through direction of a guard force or through retention of contract services. Investigates security and related problems and maintains liaison with appropriate law enforcement agencies. Participate in developing and exercising emergency response plans and procedures. May work with governmental agencies to establish procedures ensuring compliance with government security clearance requirements. Responsible for the employment, employee motivation, counseling, discipline, and changes in status of employees supervised. This is typically the first level of management in this job family. Directly manages exempt level employees. May manage nonexempt employees directly or through supervisors/leads. | Bachelor Degree or equivalent experience | 2+ years           | 2+ years                     |



# SENIOR LIVING 2010 COMPENSATION SURVEY



## 6797 - Facilities Supervisor

| Job Number | Job Level  | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                               | Minimum Experience | Typical Incumbent Experience |
|------------|------------|--|---|--------------------|------------------------------|
| 6797       | Supervisor | Responsible for a wide variety of maintenance operations including equipment installation, facilities equipment repair and preventive maintenance. Maintenance functions include building, grounds, electrical, air-conditioning and mechanical systems. Coordinates with outside contractors for service contracts. Responsible for the employment, training, employee motivation and discipline of assigned employees. Typically manages the day-to-day workflow of subordinate nonexempt workers. | Basic reading, writing and communication skills | 4+ years           | 5+ years                     |

## 6798 - Facilities Manager

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                        | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|--|--|--------------------|------------------------------|
| 6798       | Manager   | Oversees planning, development, coordination, implementation and management of maintenance, repair, engineering and remodel activities and repairs and maintenance of infrastructure systems, including water, gas, electrical, sanitary, sewer and storm drainage systems. Provides strategic planning and oversees review of capital construction plans for compliance with quality, durability, maintainability and cost standards. | Bachelor Degree or equivalent experience | 5+ years           | 6+ years                     |

## 6786 - General Maintenance Director- Site

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                        | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|--|--|--------------------|------------------------------|
| 6786       | Site      | Responsible for a wide variety of facility operations including maintenance, security and housekeeping. Directs maintenance staff to repair, modify and maintain building facilities. Provides security controls of facilities. Oversees housekeeping services to assure a high standard of cleanliness both inside and outside the building. Supervises the staff. Establishes and maintains daily work schedules, maintenance records and inventory. Provides guidance and support to staff to increase skill and knowledge. Negotiates with vendors, seeks bids from suppliers and independent contractors, and oversees to ensure compliance. Coordinates compliance with local, state and federal guidelines and regulations. | Bachelor degree or equivalent experience | 3+ years           | 5+ years                     |



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## 6787 - General Maintenance Director- Region

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                        | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|---|--|--------------------|------------------------------|
| 6787       | Region    | Plans, organizes and directs the maintenance and repair of buildings including, but not limited to, the electrical and mechanical systems involving air conditioning, heating and ventilation, steam, plumbing, structural trades, general maintenance and contracted maintenance activities. Establishes and administers a preventative maintenance program of scheduled inspection and repair for equipment and other systems for multiple facilities in assigned geographic area. Provides long term planning for programs; establishes priorities and funding requirements for projects; monitors project schedules and expenditures. Develops and reviews annual operating budgets. Engages, plans and schedules subcontractors when needed. | Bachelor degree or equivalent experience | 5+ years           | 6+ years                     |

## 6966 - Facilities Construction Manager

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education  | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|--|--------------------|------------------------------|
| 6966       | Single level | Plans, organizes, directs, and controls the activities and staff involved in the design, construction, coordination, modification, maintenance, and administration of company facilities and equipment. Develops plans and programs responsive to present and anticipated space and facility requirements. Formulates and monitors company facility standards. Participates in site identification, selection and acquisition activities to ensure the most economical application and utilization of company facility resources. Evaluates proposals and bids for various design, contracting, and follow-on services as required. Recommends bid acceptance. Reviews preliminary and final working drawings for adherence to specifications, design considerations and cost criteria. Coordinates construction activities to ensure attainment of budget and schedule objectives. Evaluates the qualifications, professional capabilities and reputation of architects, general contractors, sub-contractors and service contractors available for bid consideration. Directs and works with architects, staff consultants, and contractors in the design and development of new facilities. Provides design and space criteria and coordinates final approval of facility designs. Investigates and evaluates new materials, systems, equipment which may benefit the company in its facilities programs. Responsible for the employment, employee motivation, counseling, discipline, and changes in status of employees supervised. Directly manages exempt level employees. May manage nonexempt employees directly or through supervisors/leads. | Bachelor degree in Civil Engineering or related field or equivalent experience | 5+ years           | 6+ years                     |



# SENIOR LIVING 2010 COMPENSATION SURVEY



**JOB FAMILY: HEALTH CARE**

**7011, 7013, 7014 - Nurse Practitioner/Clinician/Physicians Assistant**

*PRIMARY DUTIES AND RESPONSIBILITIES:* The Nurse Practitioner is responsible for the planning and administration of quality healthcare in the health care setting. The NP/clinician works collaboratively with physicians, other mid-level NP/clinicians and ancillary staff. Responsible for assessment plan, examination and treatment for all services provided. Performs defined medical exams, orders and interprets laboratory tests as appropriate. Provides assessment and treatment of primary care problems. Acts as a source to staff and residents regarding medical concerns. Refers residents beyond the scope of practice level of competence according to medical protocol. Performs venipuncture and administers injections. Familiar with emergency procedures and responds appropriately.

| <b>Job Number</b> | <b>Job Level</b> | <b>Typical Knowledge, Skills, Activities &amp; Responsibilities</b>  | <b>Minimum Education</b>                                    | <b>Minimum Experience</b> | <b>Typical Incumbent Experience</b> |
|-------------------|------------------|--|---|---------------------------|-------------------------------------|
| 7011              | Entry            | Responsible for assessment plan, examination and treatment for defined services provided. Performs medical exams, orders and interprets laboratory tests as appropriate. Provides assessment and treatment of primary care problems. Acts as a resource to staff and residents regarding medical concerns. Refers residents beyond the scope of practice level of competence according to medical protocol. Current cardiopulmonary resuscitation certification. | Current Nurse Practitioner or Physicians Assistant license. | 3 months                  | 6-12 months                         |
| 7013              | Career           | Responsible for assessment plan, examination and treatment for all services provided. Performs medical exams, orders and interprets laboratory tests as appropriate. Provides assessment and treatment of primary care problems. Acts as a resource to staff and residents regarding medical concerns. Refers residents beyond the scope of practice level of competence according to medical protocol. Current cardiopulmonary resuscitation certification.     | Current Nurse Practitioner or Physicians Assistant license. | 1+ year                   | 2+ years                            |
| 7014              | Senior           | Under indirect supervision, provides independent primary care in a variety of clinical settings to a specified population of non-emergency patients. Provides consultation and advice to others as a highly-specialized practitioner. Supervises and/or coordinates the activities of patient care and/or support staff. Current cardiopulmonary resuscitation certification.  | Current Nurse Practitioner or Physicians Assistant license. | 3+ years                  |                                     |



# SENIOR LIVING 2010 COMPENSATION SURVEY



## 7021, 7023 - Licensed Vocational Nurse

*PRIMARY DUTIES AND RESPONSIBILITIES:* Performs nursing procedures such as administering medications including oral medications, hypodermic injections, subcutaneous medications and IV medications as allowed under the LVN practice guidelines. Records nursing notes in the patient's clinical record. Prepares and cares for patients during treatment; provides first aid as needed. Applies basic nursing and mental health principles in all relationships with patients. Assists in responding to emergency situations to perform CPR and administer necessary medications according to their practices and protocols.

| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education                                 | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|--|---|--------------------|------------------------------|
| 7021       | Entry     | Performs procedures which require specialized training for general nursing care and related services for assigned patients, under the direction of a Registered Nurse or M.D., in accordance with established medical protocol and policy. Participates in the planning for and provision of patient care. May be assigned to manage intravenous fluids, according to established policy and procedures, and LVN Board certification requirements. Uses knowledge of asepsis in performance of treatments, such as sterile dressings, irrigations and catheterizations. Administers medications as directed by an RN or MD Must have current and valid state license.  | Education must meet state licensure requirements. | 3 months           | 1+ year                      |
| 7023       | Career    | Provides basic bedside care, taking vital signs such as temperature, blood pressure, pulse, and respiration. Prepares and give injections and enemas, monitor catheters, apply dressings, treat bedsores, and administers alcohol rubs and massages. Monitors patient conditions and reports adverse reactions to medications or treatments. Collects samples for testing; performs routine laboratory tests, feeds patients, and records food and fluid intake and output. Assists with bathing, dressing, and personal hygiene. In States where the law allows, may administer prescribed medicines or initiate intravenous fluids. May provide lead role for nursing assistants and aides. Must have current and valid state license. | Education must meet state licensure requirements. | 1+ year            | 3+ years                     |

## 7031, 7033, 7034 - Registered Nurse

*PRIMARY DUTIES AND RESPONSIBILITIES:* Provides direct patient care; observes, assesses, and records symptoms, reactions, and progress in patients; assist physicians during surgeries, treatments, and examinations; administers medications; and assists in convalescence and rehabilitation. Develops and manages nursing care plans. Instructs patients and their families in proper care, and help individuals and groups take steps to improve or maintain their health. At highest level may require advanced certification including MICN, CCRN, AORN, etc.



## SENIOR LIVING 2010 COMPENSATION SURVEY



| Job Number | Job Level | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education  | Minimum Experience | Typical Incumbent Experience |
|------------|-----------|--|--|--------------------|------------------------------|
| 7031       | Entry     | Under supervision carries out patient care assignments and established nursing procedures in routine situations. Maintains acceptable standards of performance for lower staff members.  | Current RN license to practice in state or an Interim Permit. CPR certification. | 3-6 months         | 1+ year                      |
| 7033       | Career    | Independently demonstrates knowledge and skills by effectively using the nursing process for safe, therapeutic care.   | Current RN license to practice in state or an Interim Permit. CPR certification. | 1+ year            | 3+ years                     |
| 7034       | Senior    | Works with increasing independence, where proficient performance is guided by advanced knowledge and clinical expertise. Serves as a professional role model, a clinical resource person, teacher and a consultant for other health team members. May possess an identified specialty area and assist the unit leadership in establishing unit goals for further development of the specialty. Demonstrates advanced knowledge and skills to include trouble shooting, setting up in emergency situations, evaluating system issues vs. patient status issues and their inter-relationships. Actions reflect an accurate evaluation of the situation and include the assessment of processes and ramifications of interventions. Performs advanced physical assessments. | Current RN license to practice in state or an Interim Permit. CPR certification. | 3+ years           | 5+ years                     |

### 7042, 7043 - Utilization Nurse/Case Manager

Identifies, evaluates, coordinates, and monitors case management care and services provided to acute inpatients ambulatory, home health care, and skilled nursing facility. Manages the continuum of care for identified long term or catastrophic cases. Ensures appropriate levels of care through prospective, concurrent and retrospective review of health care services.

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education   | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|---|--------------------|------------------------------|
| 7042       | Intermediate | Works under limited supervision on task-oriented assignments. Applies a wide range of standard professional principles, theories, concepts, practices and techniques to resolve problems.   | RN or Bachelor degree in a related scientific discipline and current Case Management Certification. | 2+ years           | 3+ years                     |
| 7043       | Career       | Works with increasing independence, where proficient performance is guided by advanced knowledge and clinical expertise. Serves as a professional role model, a clinical resource person, teacher and a consultant for other health team members. Demonstrates advanced knowledge and skills to include trouble shooting, setting up in emergency situations, evaluating system issues vs. patient status issues and their inter-relationships. Actions reflect an accurate evaluation of the situation and include the assessment of processes and ramifications of interventions. Performs advanced physical assessments. | RN or Bachelor degree in a related scientific discipline and current Case Management Certification. | 3+ years           | 5+ years                     |



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## 7113 - Certified Medication Aide

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education   | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|---|--------------------|------------------------------|
| 7113       | Single level | Provides residents with nursing services in accordance with physician's orders in administration of medications and treatments. May provide direct care to residents following the individualized service plan. Monitors response to existing treatment plans. Adheres to residence infection control policies/procedures relevant to medication and treatment administration. Supervises residents who self-administer medication. Maintains resident medical and medication records. | Associate Degree or equivalent experience. Certified Medication Aide course required. | 6+ months          | 1+ year                      |

## 7123 - Emergency Medical Technician

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education   | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|---|--------------------|------------------------------|
| 7123       | Single level | Assesses injuries, administers emergency medical care to stabilize patient, and transports injured or sick persons to medical facilities. Evaluates nature and extent of illness or injury to establish and prioritize medical procedures. Administers first-aid treatment and life-support care to sick or injured persons in pre hospital setting. Operates equipment such as EKGs, external defibrillators and bag-valve mask resuscitators in advanced life-support environments. Performs emergency diagnostic and treatment procedures such as stomach suction, airway management and heart monitoring during ambulance ride. Administers drugs and performs intravenous procedures under a physician's direction. Drives specially equipped emergency vehicle to specified location. | Basic reading, writing and math skills. Certification required and registration with NREMT. | 6+ months          | 2+ years                     |

## 7265 - Nursing Shift Supervisor

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education  | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|--|--------------------|------------------------------|
| 7265       | Single level | Supervises and coordinates the activities of nursing staff in one or more care units on a specific shift. Assists the Director of Nursing Services in determining staffing needs, training and development needs and plans. May assist in monitoring performance of nursing units and nursing services. Assists Director of Nursing Services in implementing objectives, standards, and plans pertaining to activities of nursing staff and medical support within assigned units. Plans and schedules work of staff, assigns units and coordinates activities with other units and departments concerned with patient care. Plans and organizes training for unit staff. Coordinates and directs the activities of head nurses or nursing unit supervisors. Evaluates performance of head nurse and nursing care, and suggests modifications. | Bachelor degree or equivalent experience. RN license preferred | 2+ years           | 2+ years                     |



# SENIOR LIVING 2010 COMPENSATION SURVEY



## 7267 - Director of Nursing Services

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education   | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|---|--------------------|------------------------------|
| 7267       | Single level | Organizes and administers the Department of Nursing. Establishes goals and objectives for the department and the organization structures for achieving these goals and objectives. Interprets and implements administrative policies . Prepares and administers budget. Selects and recommends appointment of nursing staff. Coordinates activities of various nursing units. Analyzes and evaluates nursing and related services rendered to improve quality of patient care and plan better utilization of staff time and activities. May perform duties at site or regional level. | Bachelor degree or equivalent experience.<br>RN license preferred | 4+ years           | 5+ years                     |

## 7268 - Medical Director (MD)

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education   | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|---|--------------------|------------------------------|
| 7268       | Single level | Plans, directs and coordinates all medical and related activities. Participates in establishing and implementing standards of medical service, and advises Administrator on medical and administrative questions and policies as they relate to medical practices. Investigates and implements new medical practices and techniques. Serves as a consultant in unusual and difficult medical cases. May perform duties at site or regional level. Clinical experience in development and management of utilization review and quality assurance programs. | Medical degree and Board certification in primary specialty | 5+ years           | 5+ years                     |

## 7287 - Health Care Manger - Region

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education   | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|---|--------------------|------------------------------|
| 7287       | Single level | Provides clinical expertise and support to Regional and Site Directors, Residence Directors, RN Case Managers, Health Care Coordinators and/or staff nurses. This includes health care activities, training and development of staff, and regulatory compliance issues. Supports implementation of health care services and policies and procedures. Conducts regular quality audits. Provides clinical guidance to field staff. | Bachelor degree or equivalent experience.<br>RN license preferred | 3+ years           | 3+ years                     |



## SENIOR LIVING 2010 COMPENSATION SURVEY



### 7301, 7302 - Dementia Personal Care Aide

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education                             | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|---|--------------------|------------------------------|
| 7301       | Entry        | Under close supervision and acting on own initiative and direction, provides assistance and specialized support to dementia, Alzheimer and/or memory impairment residents.. Responsible for assisting dementia, Alzheimer's and/or memory impairment residents with chemical dependency, or similar setting. Accompanies residents and assists them in bathing, dressing, grooming, incontinence care and escorts. Assists residents in becoming accustomed to daily routine and encourages them to participate in social and recreational activities to promote rehabilitation. Observes residents to prevent wandering from the area or grounds, that resident maintains adequate food and water intake and makes appropriate notes regarding amounts consumed. Responsible for escorting resident to off ground appointments/meetings. Responsible for cleans rooms, furnishings, walls, and floors when necessary.  | High school graduate or equivalent experience | 1+ year            | 3+ years                     |
| 7302       | Intermediate | Under limited supervision and acting on own initiative and direction, provides assistance and specialized support to dementia, Alzheimer and/or memory impairment residents. Responsible for assisting dementia, Alzheimer's and/or memory impairment residents with chemical dependency, or similar setting. Accompanies residents and assists them in bathing, dressing, grooming, incontinence care and escorts. Assists residents in becoming accustomed to daily routine and encourages them to participate in social and recreational activities to promote rehabilitation. Observes residents to prevent wandering from the area or grounds, that resident maintains adequate food and water intake and makes appropriate notes regarding amounts consumed. Responsible for escorting resident to off ground appointments/meetings. Responsible for cleans rooms, furnishings, walls, and floors when necessary. | High school graduate or equivalent experience | 3+ years           | 5+ years                     |

### 7307 – Dementia Care Supervisor

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities  | Minimum Education   | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|---|---|--------------------|------------------------------|
| 7307       | Single level | Assists the Manager/Director of Personal Care in creating a person centered atmosphere in which both residents and staff are treated with respect and dignity. Performs assessments, and evaluation of resident response to care, ensuring that the holistic needs of the residents are being met. Conducts orientation of new residents and staff and provides continuing education for the staff. | Associate's degree or equivalent from two-year college or technical school. | 1+ year            | 3+ years                     |



# SENIOR LIVING 2010 COMPENSATION SURVEY



## 7308 – Dementia Care Manager

| Job Number | Job Level    | Typical Knowledge, Skills, Activities & Responsibilities   | Minimum Education              | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|--------------------------------|--------------------|------------------------------|
| 7308       | Single level | Responsible for ensuring the highest possible quality of dementia care, services and resident satisfaction while maintaining maximum occupancy and smooth efficient execution of operation within budgeted expenses. Coordinates and evaluates activities of daily living to ensure balanced and adequate program, and to formulate progressive program designed to meet changing needs of community and seniors with dementia, Alzheimer's and/or memory impairment. Directs collection, analysis, and interpretation of statistics significant to program planning and budget preparation. Making sure that the care plans are updated at all times, in place for the staff to continue resident's care, and for you to follow up that the care is being provided at all times. Assess/reassess and plan residents care and services, become familiar with the resident's names and conditions, be aware of their changes, mental, physical or emotional. Deals with dementia, Alzheimer's and/or memory impairment residents, and families requests and complaints in a professional and timely manner, with sensitivity and a positive attitude. | Bachelor degree or equivalent. | 3+ year            | 4+ years                     |



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## JOB FAMILY: **INFORMATION TECHNOLOGY**

### 8131, 8132, 8133 - Systems Administrator

| Job Number | Job Level    | Job Level Definition   | Minimum Education  | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|--|--------------------|------------------------------|
| 8131       | Entry        | Assists with the day-to-day operational maintenance, support, and upgrades for operating systems, workstations and servers. Under close supervision, performs basic software installations and upgrades to operating systems and layered software packages. Follows established IT policies and procedures. Monitors and tunes the system to achieve optimum performance levels. Ensures workstation/server data integrity by implementing standard software and hardware solutions. Ensures data/media recoverability by following a schedule of system backups and database archive operations. Complies with standard operating procedures. Conducts basic hardware and software audits of workstations and servers to ensure compliance with established standards, policies, and configuration guidelines. Incumbents in this job differ from Network and Systems Analysts in that they provide the day-to-day upkeep and maintenance of the established systems whereas the Analysts determine and develop the systems that will be implemented.   | Associate's Degree in Computer Science or equivalent technical training. | 0 – 2              | 2 - 3                        |
| 8132       | Intermediate | Responsible for the day-to-day operational maintenance, support, and upgrades for operating systems, workstations and servers. Under general supervision, performs software installations and upgrades to operating systems and layered software packages. Schedules installations and upgrades and maintains them in accordance with established IT policies and procedures. Monitors and tunes the system to achieve optimum performance levels. Ensures workstation/server data integrity by evaluating, implementing, and managing appropriate software and hardware solutions. Ensures data/media recoverability by implementing a schedule of system backups and database archive operations. Implements and promotes standard operating procedures. Conducts hardware and software audits of workstations and servers to ensure compliance with established standards, policies, and configuration guidelines. Incumbents in this job differ from Network and Systems Analysts in that they provide the day-to-day upkeep and maintenance of the established systems whereas the Analysts determine and develop the systems that will be implemented. | Associate's Degree in Computer Science or equivalent technical training. | 2 – 5              | 4 -6.                        |
| 8133       | Career       | Responsible for the day-to-day operational maintenance, support, and upgrades for operating systems, workstations and servers. Under limited supervision, performs complex software installations and upgrades to operating systems and layered software packages. Schedules installations and upgrades and maintains them in accordance with established IT policies and procedures. Monitors and tunes the system to achieve optimum performance levels. Ensures workstation/server data integrity by evaluating, implementing, and managing appropriate   | Associate's Degree in Computer Science or equivalent technical training. | 5+                 | 6+.                          |



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software and hardware solutions of varying complexities. Ensures data/media recoverability by developing and implementing a schedule of system backups and database archive operations. Plans and implements the modernization of servers. Develops, implements and promotes standard operating procedures and schedules. Conducts hardware and software audits of workstations and servers to ensure compliance with established standards, policies, and configuration guidelines. Work at this level is generally done for the more complex systems. Incumbent may develop and implement new standards, policies and procedures. May provide work leadership for lower level employees. Incumbents in this job differ from Network and Systems Analysts in that they provide the day-to-day upkeep and maintenance of the established systems whereas the Analysts determine and develop the systems that will be implemented.

## 8261, 8262, 8263 - PC Support Technician (In-House)

| Job Number | Job Level    | Job Level Definition   | Minimum Education  | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|--|--------------------|------------------------------|
| 8261       | Entry        | May control password assignment. May aid in the development of system documentation and procedure manuals as required. Provides technical support to end users to resolve computer software and hardware problems. Installs computer hardware, software and peripherals for new employees or for employee relocations. Installs new software packages and upgrades. Provides routine maintenance, diagnostics and repair on PC software, hardware, network and peripherals. May facilitate and conduct training sessions for company employees in the operation of software/hardware systems.  | Associate's Degree in Computer Science or equivalent technical training. | 0 – 2              | 3 -4.                        |
| 8262       | Intermediate | Assist in the development of system documentation and procedure manuals as required. Maintains an adequate spare parts inventory of systems, subsystems, and component parts used in repair work. Provides technical support to end users to resolve computer software and hardware problems. Installs computer hardware, software and peripherals for new employees or for employee relocations. Installs new software packages and upgrades. Provides routine maintenance, diagnostics and repair on PC software, hardware, network and peripherals. May facilitate and conduct training sessions for company employees in the operation of software/hardware systems. | Associate's Degree in Computer Science or equivalent technical training. | 2 – 4              | 5 -6.                        |
| 8263       | Senior       | Responsible for the development of system documentation and procedure manuals. Contacts and coordinates with hardware or software vendors for service if necessary. Provides technical support to end users to resolve computer software and hardware problems. Installs computer hardware, software and peripherals for new employees or for employee relocations. Installs new software packages and upgrades. Provides routine maintenance,   | Associate's Degree in Computer Science or equivalent technical training. | 4+                 | 6+.                          |



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diagnostics and repair on PC software, hardware, network and peripherals. At the highest level, responsible for troubleshooting, diagnosing and repair of various operating systems and desktop applications. Sets up and install workstations, printers and peripherals, configuring for the network as appropriate. May install and troubleshoot telephone instruments. Monitors virus protection software deployed.

## 8271, 8272, 8273 - MIS/Help Desk Coordinator

| Job Number | Job Level    | Job Level Definition   | Minimum Education   | Minimum Experience | Typical Incumbent Experience |
|------------|--------------|--|---|--------------------|------------------------------|
| 8271       | Entry        | Under close supervision, may assist in performing minor troubleshooting to identify applicable problems. Work assignments are routine in nature where limited judgment is required and standard resolutions are available. Normally receives detailed instructions on all work. Entry level position into job family.  | Knowledge of a wide variety of software, hardware and PC operating systems. | 0 - 2              | 2 - 4                        |
| 8272       | Intermediate | Under limited supervision, performs troubleshooting and diagnostic routines to identify problems. Work assignments are semi-routine in nature where ability to recognize deviation from accepted practice is required. Normally receives general instructions on routine work and detailed instructions on new assignments.  | Knowledge of a wide variety of software, hardware and PC operating systems. | 2 - 4              | 4 -6                         |
| 8273       | Senior       | Under general supervision, performs major troubleshooting and diagnostic routines. Does not normally require instructions on routine work. May receive general instructions on new assignments. At the highest level, work assignments are moderately complex in nature where judgment is required to resolve problems and recommend resolution. May determine methods and practices on moderate problems. | Knowledge of a wide variety of software, hardware and PC operating systems. | 4+                 | 6+                           |