

ERC Job Description & Titling Practices Survey

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Conducted by ERC

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Overview

In August of 2010, ERC conducted a survey of organizations in Northeast Ohio to explore job description and job titling practices among Northeast Ohio employers specifically related to how employers create, update, and administer job descriptions and determine job titles. The results show several key trends among Northeast Ohio employers in terms of their job description and job titling practices.

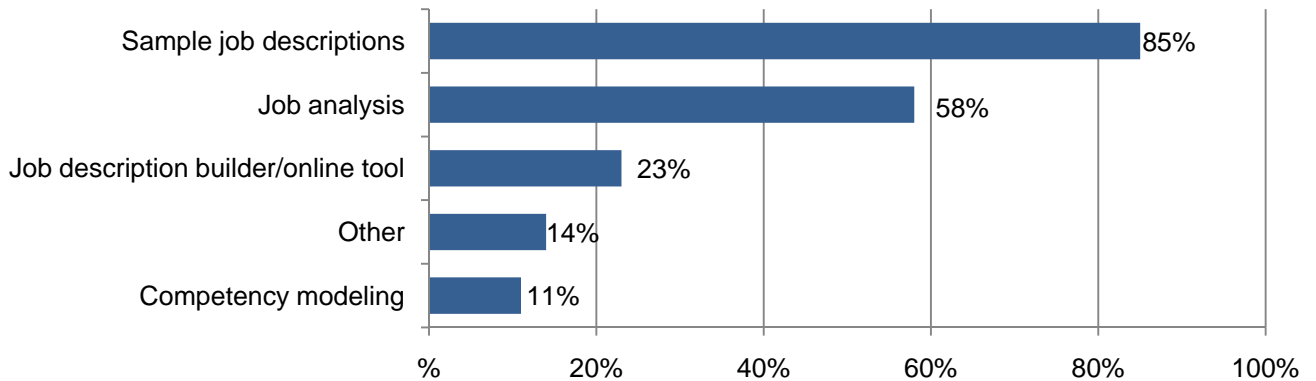
Key findings in the survey

- Most organizations use sample job descriptions when they are creating new job descriptions.
- To determine the essential functions of a job, organizations typically interview supervisors or managers of that position.
- Organizations most often interview the supervisors of incumbents to gather information for job descriptions.
- When organizations interview, observe, or survey new positions, they generally target high-performers.
- Job descriptions are most often used for recruiting/hiring and evaluating performance.
- Job descriptions almost always include the job title, key responsibilities, and essential skills and abilities.
- Organizations report that they most often ensure their job descriptions' FLSA exemption classifications are accurate whenever the duties of a position change.
- The majority of respondents report that job titling is mainly the same throughout the organization, but allows for some flexibility.
- Most organizations use the job description to communicate the employee's role and to communicate the organizational structure.
- Managers and above are most likely to receive both business cards and office space.

Job Descriptions

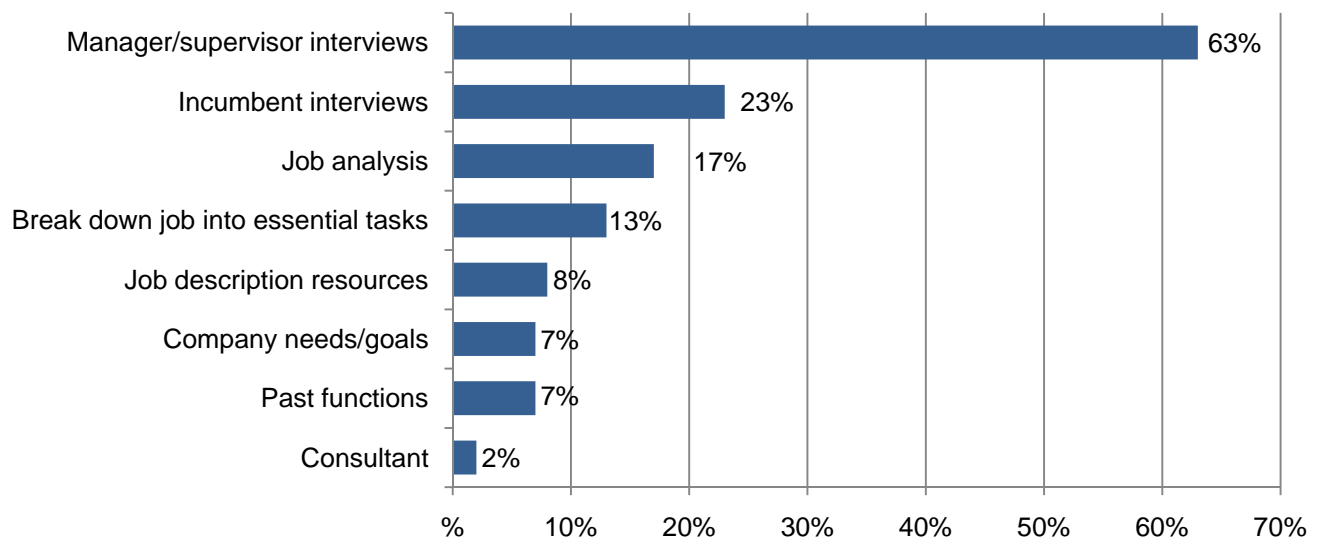
When creating new job descriptions, the majority of organizations (85%) use sample job descriptions. Many (58%) use job analysis procedures to create new job descriptions and some (23%) use job description builders and online tools. Other (14%) methods for creating a new job description include industry norms, survey data, and use of other job descriptions from similar jobs within the company.

Figure 1 | When creating new job descriptions, does your organization use any of the following?



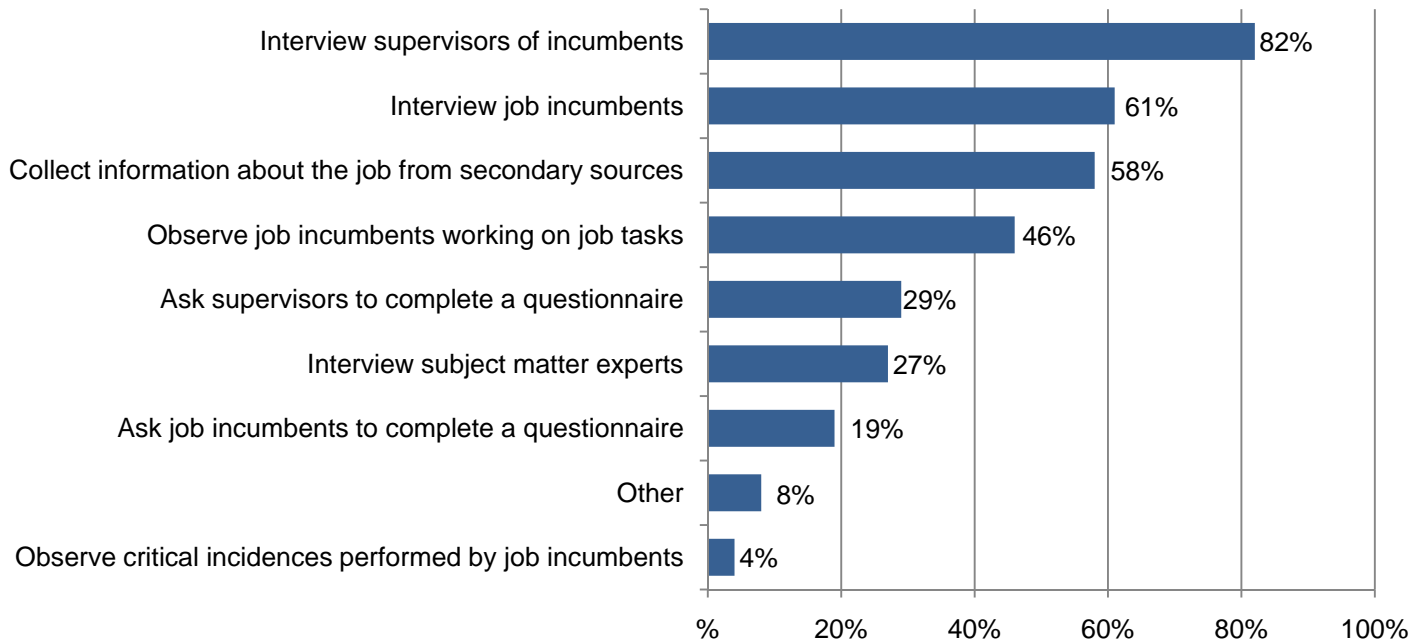
To determine the essential functions of the job, organizations (63%) most often interview managers and supervisors of the job. Incumbent interviews (23%) and job analysis (17%) are also used to determine essential functions.

Figure 2 | How does your organization determine the essential functions of a job?



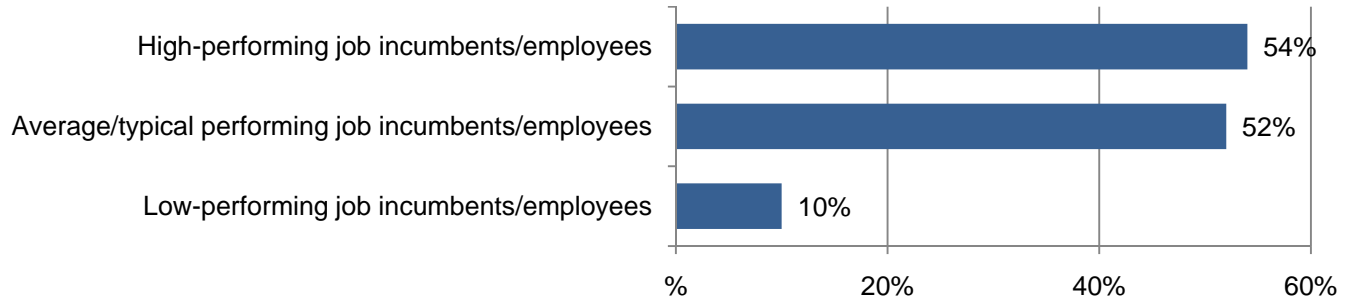
The majority of organizations (82%) interview supervisors of incumbents to help gather information on jobs to write the job descriptions. Many organizations also report interviewing job incumbents (61%), collecting information about the job from secondary sources (58%), and observing job incumbents working on job tasks (46%). Few organizations (4%) observe only critical incidences performed by job incumbents.

Figure 3 | Does your organization do any of the following to help gather information on jobs in order to write the job description?



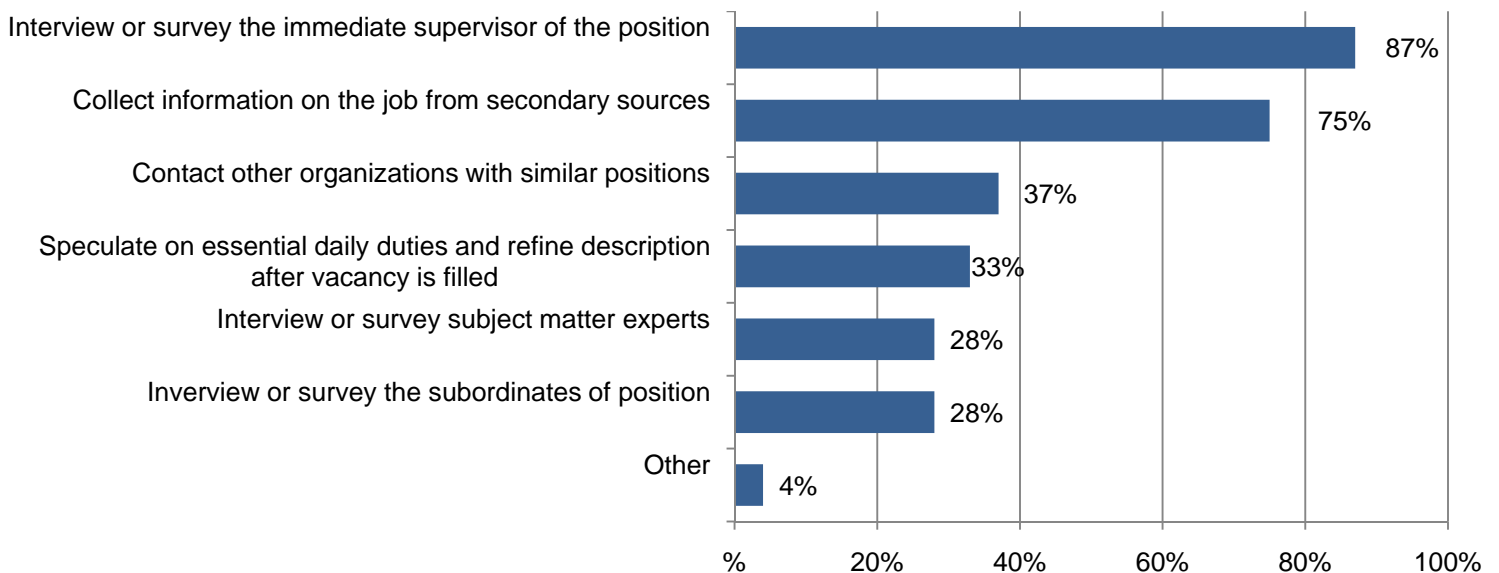
Most organizations report interviewing, surveying, or observing employees who are high-performing job incumbents (54%) or average/typical performing job incumbents (52%). Low-performing incumbents (10%) are rarely targeted.

Figure 4 | If your organization interviews, surveys, or observes employees, what groups of employees does it target?



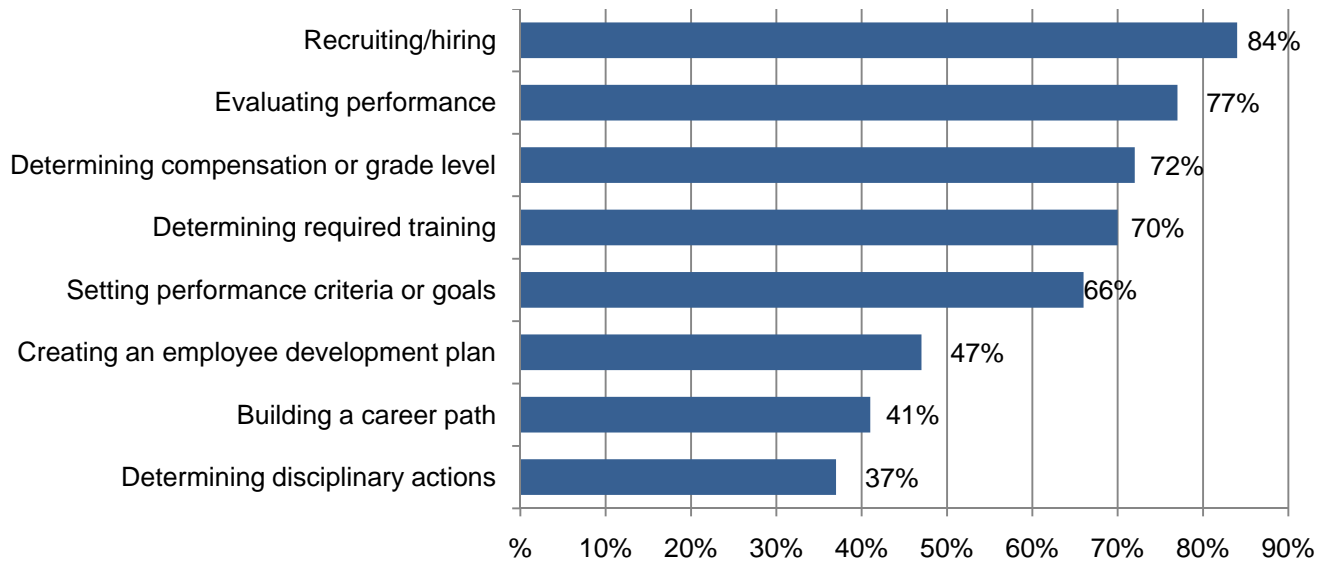
When writing new job descriptions that did not previously exist at their organizations, respondents most often report interviewing or surveying the immediate supervisor of the new position (87%) and collecting information on the job from secondary sources (75%).

Figure 5 | When your organization writes job descriptions for new positions that did not previously exist at your organization, does it do any of the following?



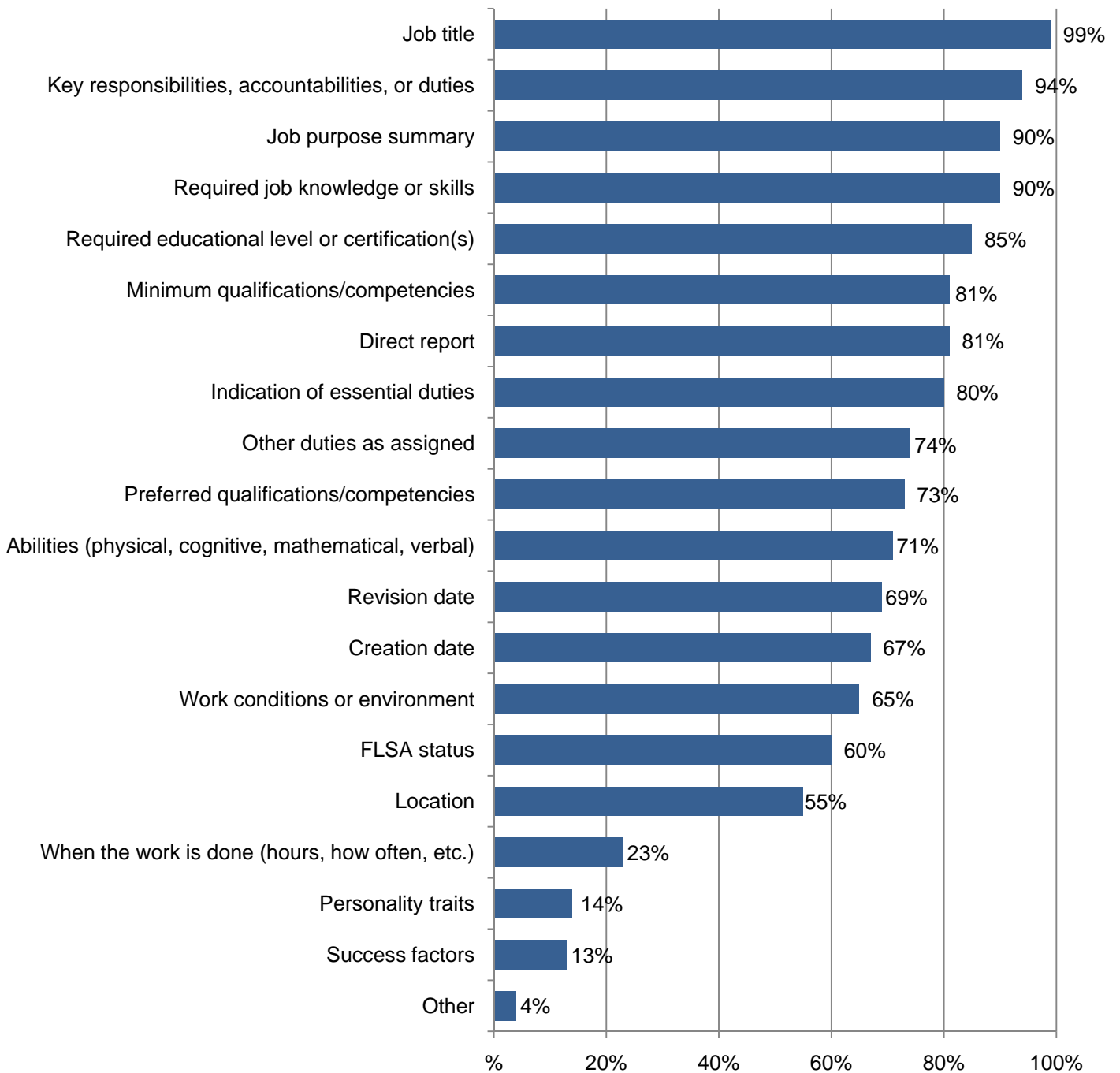
Organizations report having many uses for job descriptions. Primarily, job descriptions are used for recruiting/hiring (84%), evaluating performance (77%), determining compensation or grade level (72%), and determining required training (70%).

Figure 6 | Does your organization use job descriptions for any of the following?



Organizations report that their job descriptions contain a variety of information. Nearly all organizations include the job title (99%), key responsibilities, accountabilities, or duties (94%), job purpose summary (90%), and required job knowledge or skills (90%).

Figure 7 | Do job descriptions at your organization contain any of the following information?



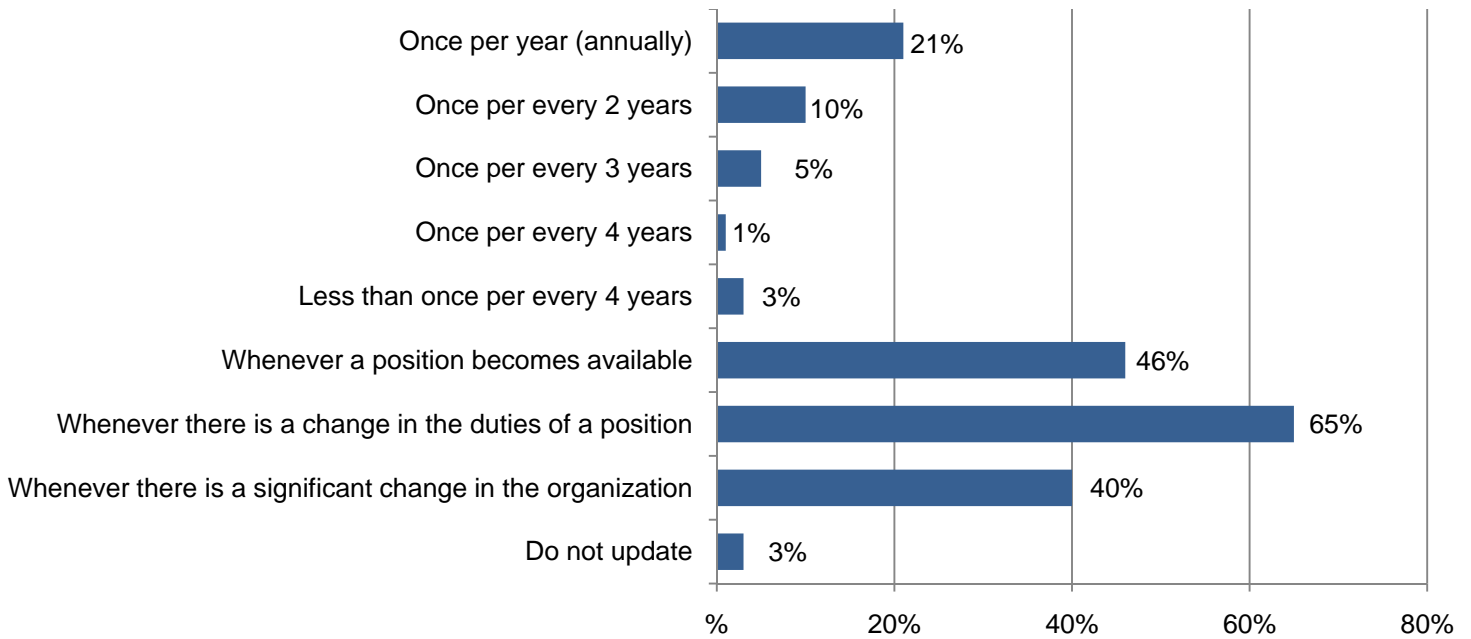
As part of the survey, organizations were asked to submit sample job descriptions. Trends in job description formats were identified.

Figure 8 | Summary of common job description characteristics

Sections of job description	Information contained within section
General purposes and information	Information regarding the title and position itself, direct report, FLSA status, pay grade, and revision date. Also provides information on the purpose of the position.
Duties and responsibilities	Information regarding the predominant duties and responsibilities of the position.
Qualifications	Information surrounding the qualifications of a position including education, training, and/or experience; knowledge, skills, and abilities.
Signatures and acknowledgements	Information on required signatures and/or acknowledgements that a job description was read and/or discussed with a superior.
Other	Some organizations provided additional information in their job descriptions.

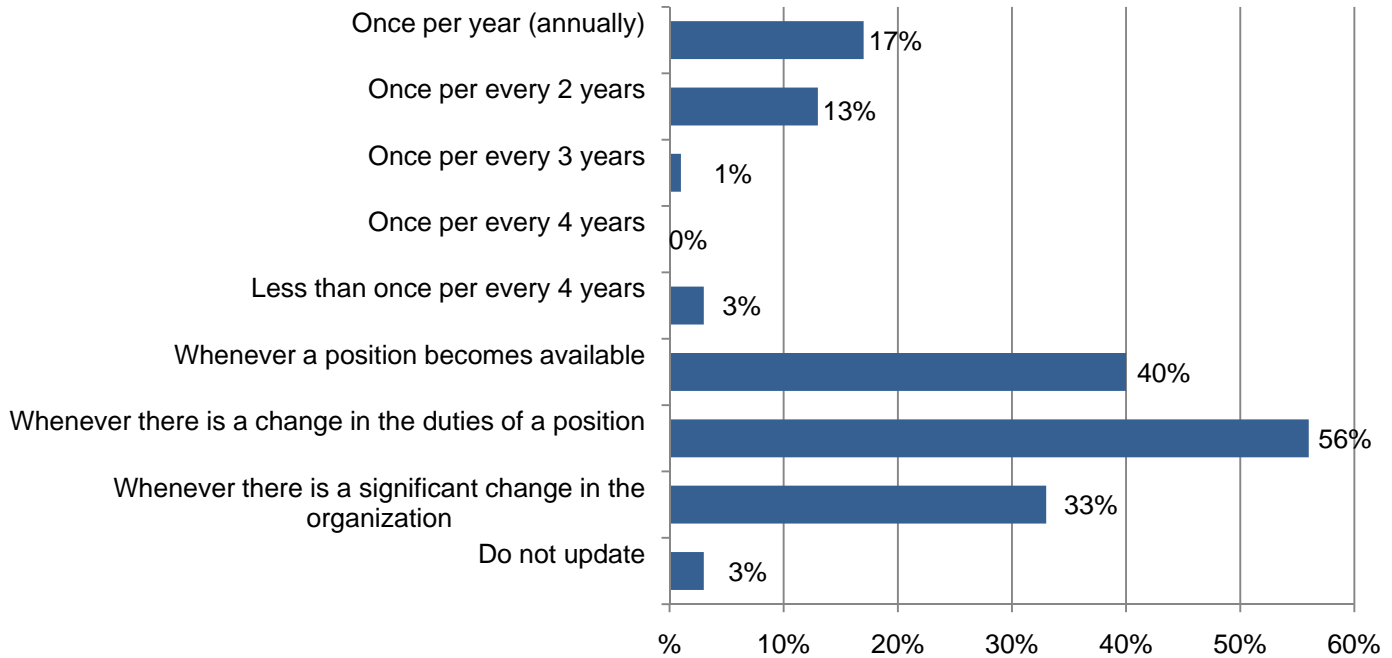
Most organizations ensure that their job descriptions are accurate whenever there is a change in the duties of a position (65%). Many also review their job descriptions whenever a position becomes available (46%) and whenever there is a significant change in the organization (40%).

Figure 9 | How often does your organization ensure that job descriptions are accurate?



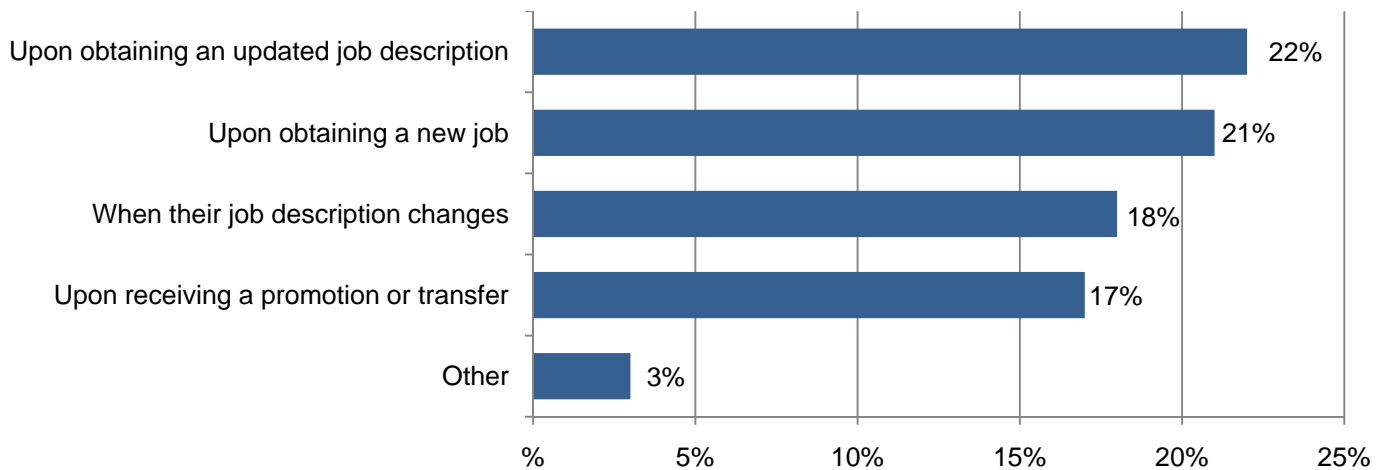
Organizations most often ensure that their FLSA exemption classifications are accurate whenever there is a change in the duties of a position (56%).

Figure 10 | How often does your organization ensure that FLSA exemption classifications are accurate?



Of organizations which require signatures on job descriptions, many require this signature when an employee obtains an updated job description (22%) or obtains a new job (21%).

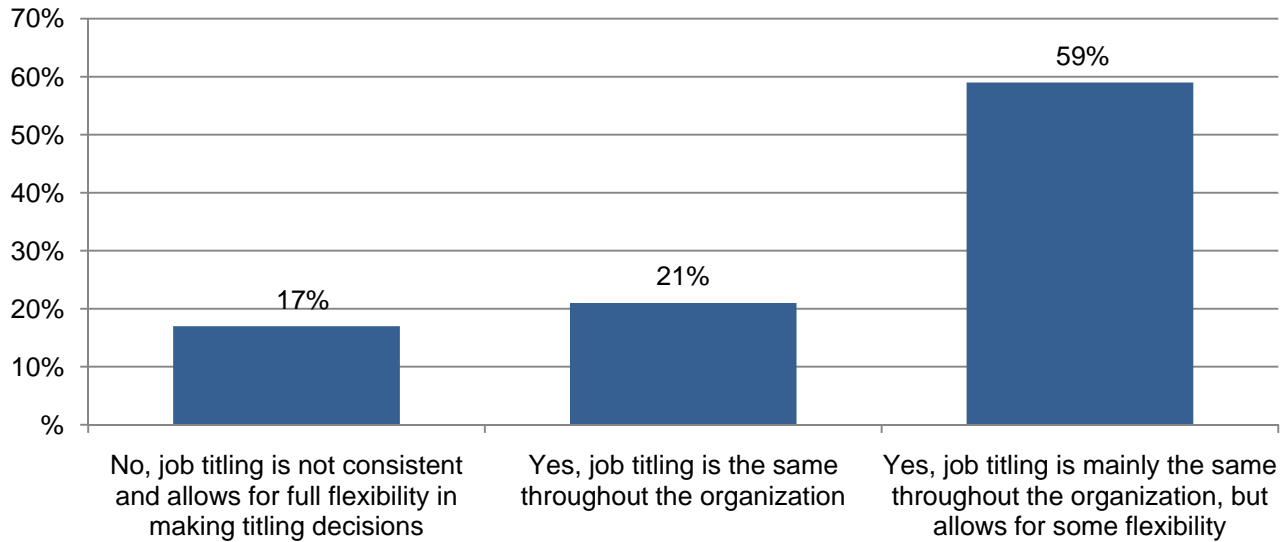
Figure 11 | Are employees required to sign their job description for any of the following?



Job Titling

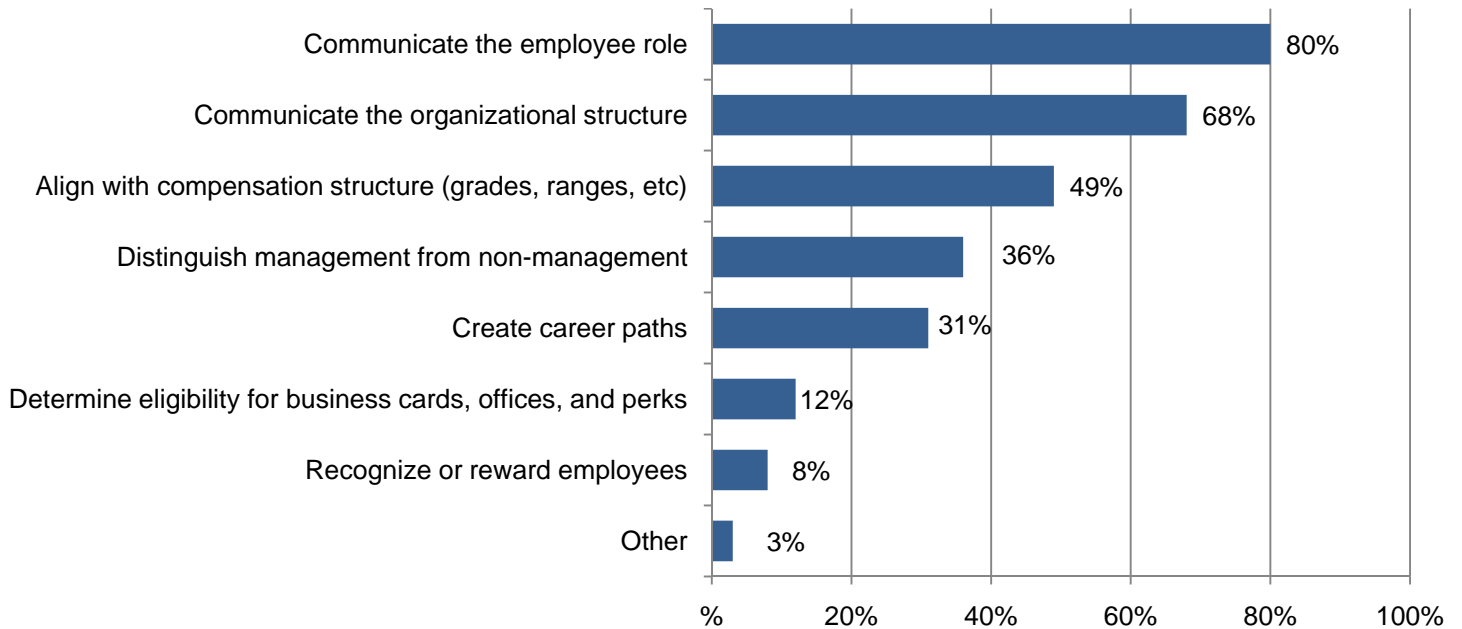
The majority of respondents (59%) report that job titling is mainly the same throughout the organization, but allows for some flexibility. Fewer (21%) report that job titling is the same throughout the organization, and less than 20% of employers say that job titling is not consistent and allows for full flexibility.

Figure 12 | Is your job titling practice the same throughout the organization?



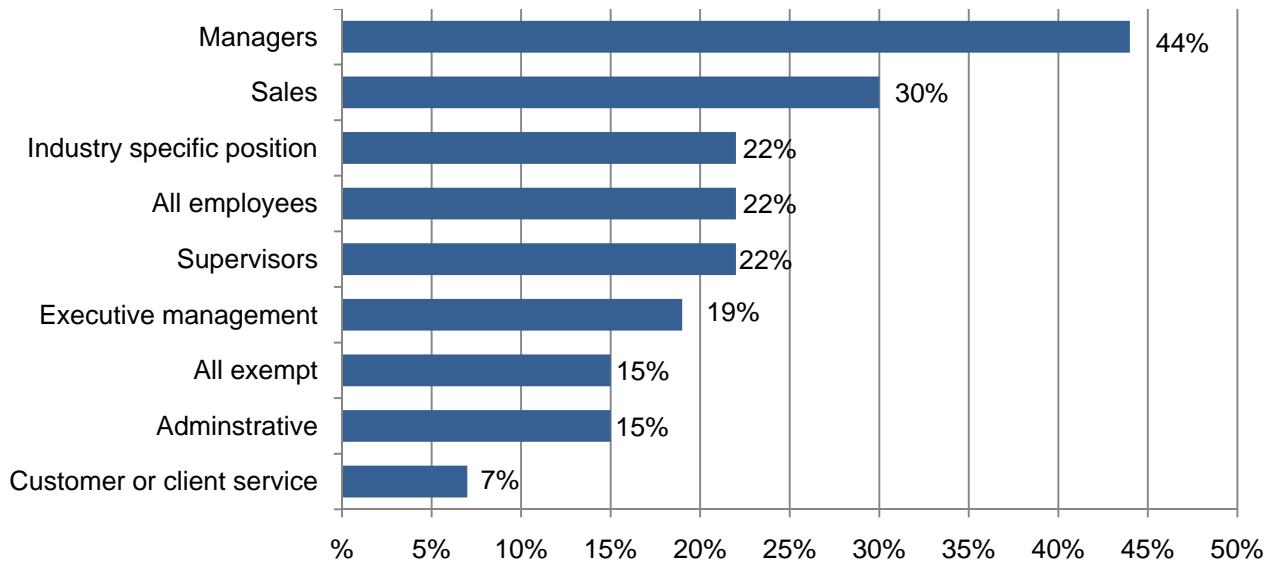
Job titles are used for a variety of purposes. Most organizations (80%) use the job description to communicate the employee’s role. Many (68%) use titles to communicate the organizational structure as well as align with the compensation structure (49%). Rarely are job titles used to recognize or reward employees (8%).

Figure 13 | How does your organization use job titles?



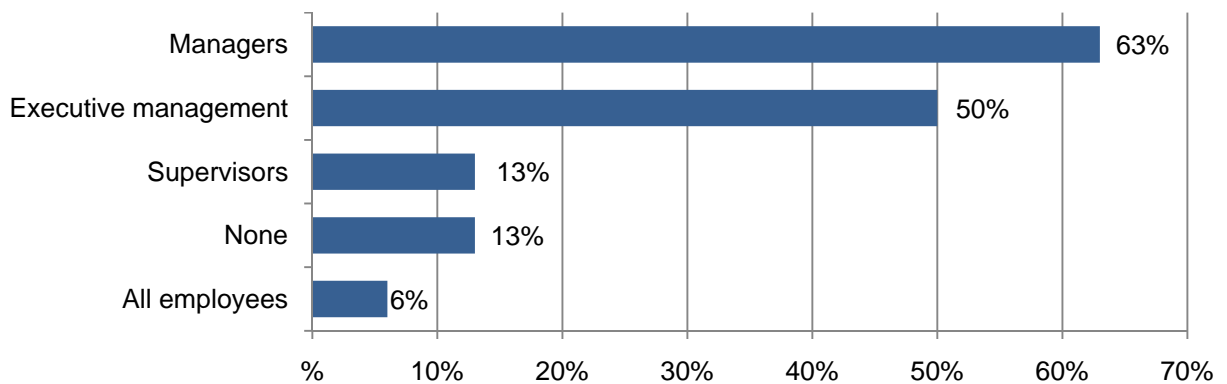
Respondents were asked to cite which specific job titles receive business cards and office space. Employees holding the job title of “Manager” or above are the most likely (44%) to receive business cards. Sales (30%) positions also commonly receive business cards.

Figure 14 | If job title affects any of the following, please indicate which job titles receive business cards.



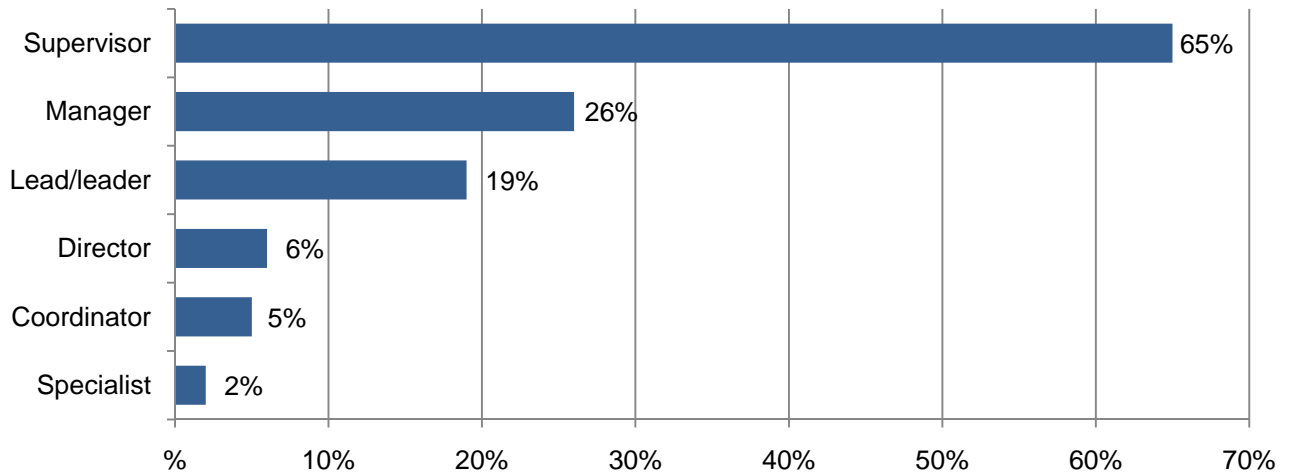
Of organizations who reported that job titles affect the allotment of office space, sixty-three (63%) reported that managers are given their own space.

Figure 15 | If job title affects any of the following, please indicate which job titles receive office space.



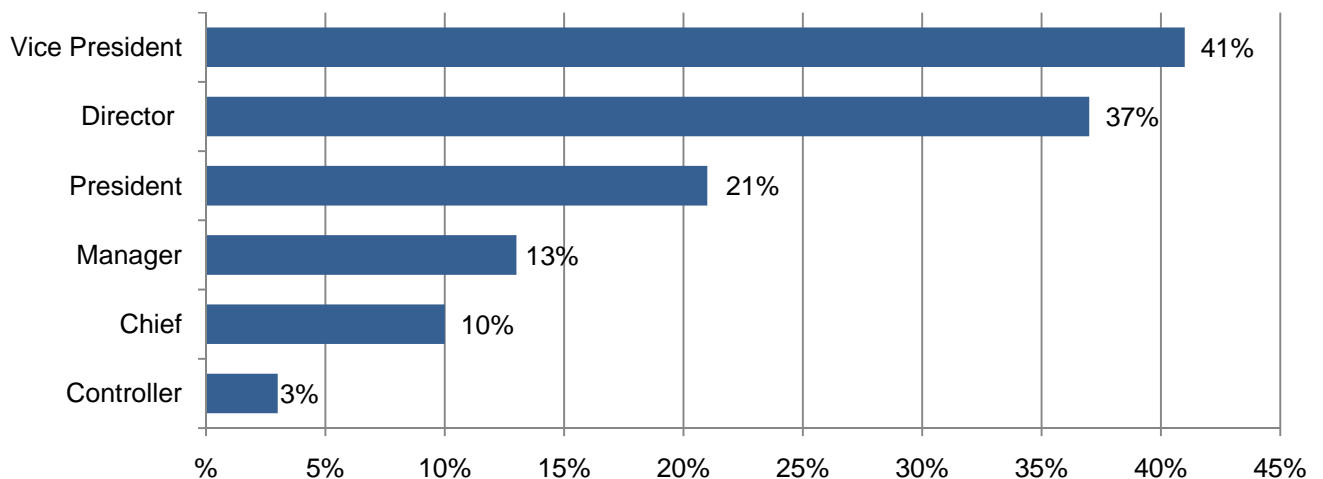
In terms of first line supervision, organizations reported that the most commonly used job title is supervisor (65%). Some organizations also refer to these positions as managers (26%) or leads/leaders (19%).

Figure 16 | What are the most commonly used job titles for 1st line supervision?



The most commonly used job titles for the highest level of management are VP (41%), director (37%), and president (21%).

Figure 17 | What are the most commonly used job titles for the highest level of management (not including CEO)?



Respondent Demographics

Seventy-eight (78) organizations in Northeast Ohio participated in the survey; a breakdown of the industries they represent and organizational size is provided below.

Figure 18 | Respondent demographics by industry and organizational size

	Percent
Industry	
Manufacturing	58%
Non-Manufacturing	25%
Non-Profit	17%
Organizational Size	
1-50	18%
51-200	54%
201-500	16%
Over 500	12%

Appendix A: Industry and Organizational Size Breakouts

Due to the quantity of differences in survey responses by industry and organizational size, the following breakouts are provided for each question.

Figure 1a | When creating new job descriptions, does your organization use any of the following?

	Sample job descriptions	Job analysis	Job description builder/online tool	Competency modeling	Other
All Organizations	85%	58%	23%	11%	14%
Industry					
Manufacturing	87%	60%	27%	13%	13%
Non-Manufacturing	90%	53%	26%	11%	21%
Non-Profit	77%	62%	8%	8%	8%
Organizational Size					
1-50	86%	50%	7%	0%	7%
51-200	88%	53%	29%	12%	10%
201-500	83%	83%	33%	17%	33%
Over 500	78%	67%	11%	22%	22%

Figure 2a | How does your organization determine the essential functions of a job?

Manager/supervisor interviews

	Yes	No
All Organizations	63%	37%
Industry		
Manufacturing	65%	35%
Non-Manufacturing	57%	43%
Non-Profit	64%	36%
Organizational Size		
1-50	50%	50%
51-200	56%	44%
201-500	100%	0%
Over 500	60%	40%

Incumbent interviews

	Yes	No
All Organizations	23%	77%
Industry		
Manufacturing	27%	73%
Non-Manufacturing	29%	71%
Non-Profit	9%	91%
Organizational Size		
1-50	30%	70%
51-200	21%	79%
201-500	40%	60%
Over 500	0%	100%

Job analysis

	Yes	No
All Organizations	17%	83%
Industry		
Manufacturing	21%	79%
Non-Manufacturing	14%	86%
Non-Profit	9%	91%
Organizational Size		
1-50	30%	70%
51-200	15%	85%
201-500	10%	90%
Over 500	20%	80%

Break down job into essential tasks

	Yes	No
All Organizations	13%	87%
Industry		
Manufacturing	12%	88%
Non-Manufacturing	14%	86%
Non-Profit	18%	82%
Organizational Size		
1-50	10%	90%
51-200	18%	82%
201-500	0%	100%
Over 500	20%	80%

Job description resources

	Yes	No
All Organizations	8%	92%
Industry		
Manufacturing	6%	94%
Non-Manufacturing	7%	93%
Non-Profit	18%	82%
Organizational Size		
1-50	0%	100%
51-200	12%	88%
201-500	0%	100%
Over 500	20%	80%

Company needs/goals

	Yes	No
All Organizations	7%	93%
Industry		
Manufacturing	9%	91%
Non-Manufacturing	0%	100%
Non-Profit	9%	91%
Organizational Size		
1-50	30%	70%
51-200	3%	97%
201-500	0%	100%
Over 500	0%	100%

Past functions

	Yes	No
All Organizations	7%	93%
Industry		
Manufacturing	3%	97%
Non-Manufacturing	21%	79%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	12%	88%
201-500	0%	100%
Over 500	0%	100%

Consultant

	Yes	No
All Organizations	2%	98%
Industry		
Manufacturing	3%	97%
Non-Manufacturing	0%	100%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	3%	97%
201-500	0%	100%
Over 500	0%	100%

Figure 3a | Does your organization do any of the following to help gather information on jobs in order to write the job description?

Interview supervisors of incumbents

	Yes	No
All Organizations	82%	18%
Industry		
Manufacturing	87%	13%
Non-Manufacturing	74%	26%
Non-Profit	85%	15%
Organizational Size		
1-50	64%	36%
51-200	83%	17%
201-500	92%	8%
Over 500	100%	0%

Interview job incumbents

	Yes	No
All Organizations	61%	39%
Industry		
Manufacturing	62%	38%
Non-Manufacturing	58%	42%
Non-Profit	62%	38%
Organizational Size		
1-50	50%	50%
51-200	62%	38%
201-500	58%	42%
Over 500	78%	22%

Collect information about the job from secondary sources

	Yes	No
All Organizations	58%	42%
Industry		
Manufacturing	53%	47%
Non-Manufacturing	63%	37%
Non-Profit	77%	23%
Organizational Size		
1-50	71%	29%
51-200	55%	45%
201-500	50%	50%
Over 500	78%	22%

Observe job incumbents working on job tasks

	Yes	No
All Organizations	46%	54%
Industry		
Manufacturing	51%	49%
Non-Manufacturing	37%	63%
Non-Profit	39%	61%
Organizational Size		
1-50	36%	64%
51-200	52%	48%
201-500	50%	50%
Over 500	22%	78%

Ask supervisors to complete a questionnaire

	Yes	No
All Organizations	29%	71%
Industry		
Manufacturing	29%	71%
Non-Manufacturing	32%	68%
Non-Profit	31%	69%
Organizational Size		
1-50	29%	71%
51-200	24%	76%
201-500	50%	50%
Over 500	33%	67%

Interview subject matter experts

	Yes	No
All Organizations	27%	73%
Industry		
Manufacturing	27%	73%
Non-Manufacturing	21%	79%
Non-Profit	39%	61%
Organizational Size		
1-50	7%	93%
51-200	24%	76%
201-500	25%	75%
Over 500	78%	22%

Ask job incumbents to complete a questionnaire

	Yes	No
All Organizations	19%	81%
Industry		
Manufacturing	18%	82%
Non-Manufacturing	21%	79%
Non-Profit	23%	77%
Organizational Size		
1-50	14%	86%
51-200	17%	83%
201-500	33%	67%
Over 500	22%	78%

Other

	Yes	No
All Organizations	8%	92%
Industry		
Manufacturing	7%	93%
Non-Manufacturing	11%	89%
Non-Profit	8%	92%
Organizational Size		
1-50	0%	100%
51-200	7%	93%
201-500	0%	100%
Over 500	0%	100%

Observe only critical incidences performed by job incumbents

	Yes	No
All Organizations	4%	96%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	0%	100%
Non-Profit	8%	92%
Organizational Size		
1-50	0%	100%
51-200	7%	93%
201-500	0%	100%
Over 500	0%	100%

Figure 4a | If your organization interviews, surveys, or observes employees, what groups of employees does it target?

	High-performing job incumbents/employees	Average/typical performing job incumbents/employees	Low-performing job incumbents/employees
All Organizations	54%	52%	10%
Industry			
Manufacturing	51%	62%	16%
Non-Manufacturing	68%	26%	0%
Non-Profit	46%	62%	8%
Organizational Size			
1-50	50%	57%	14%
51-200	52%	50%	10%
201-500	67%	58%	17%
Over 500	56%	56%	0%

Figure 5a | When your organization writes job descriptions for new positions that did not previously exist at your organization, does it do any of the following?

Interview or survey the immediate supervisor of the new position

	Yes	No
All Organizations	87%	13%
Industry		
Manufacturing	89%	11%
Non-Manufacturing	95%	5%
Non-Profit	85%	15%
Organizational Size		
1-50	79%	21%
51-200	93%	7%
201-500	100%	0%
Over 500	78%	22%

Collect information on the job from secondary sources

	Yes	No
All Organizations	75%	25%
Industry		
Manufacturing	73%	27%
Non-Manufacturing	79%	21%
Non-Profit	85%	15%
Organizational Size		
1-50	79%	21%
51-200	76%	24%
201-500	75%	25%
Over 500	78%	22%

Contact other organizations with similar positions

	Yes	No
All Organizations	37%	63%
Industry		
Manufacturing	29%	71%
Non-Manufacturing	37%	63%
Non-Profit	69%	31%
Organizational Size		
1-50	29%	71%
51-200	36%	64%
201-500	50%	50%
Over 500	44%	56%

Speculate on essential daily duties and refine description after vacancy is filled

	Yes	No
All Organizations	33%	67%
Industry		
Manufacturing	31%	69%
Non-Manufacturing	26%	74%
Non-Profit	54%	46%
Organizational Size		
1-50	29%	71%
51-200	31%	69%
201-500	25%	75%
Over 500	67%	33%

Interview or survey the subordinates of the new position

	Yes	No
All Organizations	28%	72%
Industry		
Manufacturing	31%	69%
Non-Manufacturing	26%	74%
Non-Profit	23%	77%
Organizational Size		
1-50	29%	71%
51-200	31%	69%
201-500	33%	67%
Over 500	11%	89%

Interview or survey subject matter experts

	Yes	No
All Organizations	28%	72%
Industry		
Manufacturing	24%	76%
Non-Manufacturing	42%	58%
Non-Profit	23%	77%
Organizational Size		
1-50	14%	86%
51-200	26%	74%
201-500	25%	75%
Over 500	67%	33%

Other

	Yes	No
All Organizations	4%	96%
Industry		
Manufacturing	4%	96%
Non-Manufacturing	0%	100%
Non-Profit	8%	92%
Organizational Size		
1-50	7%	93%
51-200	5%	95%
201-500	0%	100%
Over 500	0%	100%

Figure 6a | Does your organization use job descriptions for any of the following?

Recruiting/hiring

	Yes	No
All Organizations	84%	16%
Industry		
Manufacturing	84%	16%
Non-Manufacturing	84%	16%
Non-Profit	92%	8%
Organizational Size		
1-50	79%	21%
51-200	86%	14%
201-500	83%	17%
Over 500	100%	0%

Evaluating performance

	Yes	No
All Organizations	77%	23%
Industry		
Manufacturing	73%	27%
Non-Manufacturing	84%	16%
Non-Profit	92%	8%
Organizational Size		
1-50	79%	21%
51-200	79%	21%
201-500	83%	17%
Over 500	78%	22%

Determining compensation or grade level

	Yes	No
All Organizations	72%	28%
Industry		
Manufacturing	82%	18%
Non-Manufacturing	53%	47%
Non-Profit	77%	23%
Organizational Size		
1-50	71%	29%
51-200	71%	29%
201-500	83%	17%
Over 500	78%	22%

Determining required training

	Yes	No
All Organizations	70%	30%
Industry		
Manufacturing	78%	22%
Non-Manufacturing	53%	47%
Non-Profit	77%	23%
Organizational Size		
1-50	43%	57%
51-200	31%	69%
201-500	33%	67%
Over 500	67%	33%

Setting performance criteria or goals

	Yes	No
All Organizations	66%	34%
Industry		
Manufacturing	62%	38%
Non-Manufacturing	68%	32%
Non-Profit	85%	15%
Organizational Size		
1-50	71%	29%
51-200	62%	38%
201-500	75%	25%
Over 500	78%	22%

Creating an employee development plan

	Yes	No
All Organizations	47%	53%
Industry		
Manufacturing	47%	53%
Non-Manufacturing	37%	63%
Non-Profit	69%	31%
Organizational Size		
1-50	64%	36%
51-200	41%	59%
201-500	58%	42%
Over 500	44%	56%

Building a career path

	Yes	No
All Organizations	41%	59%
Industry		
Manufacturing	40%	60%
Non-Manufacturing	32%	68%
Non-Profit	62%	38%
Organizational Size		
1-50	29%	71%
51-200	38%	62%
201-500	42%	58%
Over 500	78%	22%

Determining disciplinary actions

	Yes	No
All Organizations	37%	63%
Industry		
Manufacturing	31%	69%
Non-Manufacturing	37%	63%
Non-Profit	62%	38%
Organizational Size		
1-50	43%	57%
51-200	31%	69%
201-500	33%	67%
Over 500	67%	33%

Figure 7a | Do job descriptions at your organizations contain any of the following information?

Job title*

	Yes	No
All Organizations	99%	1%
Industry		
Manufacturing	100%	0%
Non-Manufacturing	100%	0%
Non-Profit	100%	0%
Organizational Size		
1-50	100%	0%
51-200	100%	0%
201-500	100%	0%
Over 500	100%	0%

**Slight discrepancy between all organizations and industry/size breakouts is due to one participant not reporting their industry/size.*

Key responsibilities, accountabilities, or duties

	Yes	No
All Organizations	94%	6%
Industry		
Manufacturing	91%	9%
Non-Manufacturing	100%	0%
Non-Profit	100%	0%
Organizational Size		
1-50	86%	14%
51-200	98%	2%
201-500	92%	8%
Over 500	100%	0%

Job purpose summary

	Yes	No
All Organizations	90%	10%
Industry		
Manufacturing	89%	11%
Non-Manufacturing	90%	10%
Non-Profit	100%	0%
Organizational Size		
1-50	79%	21%
51-200	95%	5%
201-500	83%	17%
Over 500	100%	0%

Required job knowledge or skills

	Yes	No
All Organizations	90%	10%
Industry		
Manufacturing	87%	13%
Non-Manufacturing	100%	0%
Non-Profit	92%	8%
Organizational Size		
1-50	86%	14%
51-200	91%	9%
201-500	92%	8%
Over 500	100%	0%

Required educational level or certification(s)

	Yes	No
All Organizations	85%	15%
Industry		
Manufacturing	82%	18%
Non-Manufacturing	95%	5%
Non-Profit	85%	15%
Organizational Size		
1-50	86%	14%
51-200	88%	12%
201-500	75%	25%
Over 500	90%	10%

Direct report

	Yes	No
All Organizations	81%	19%
Industry		
Manufacturing	80%	20%
Non-Manufacturing	84%	16%
Non-Profit	85%	15%
Organizational Size		
1-50	79%	21%
51-200	81%	19%
201-500	92%	8%
Over 500	78%	22%

Minimum qualifications/competencies

	Yes	No
All Organizations	81%	19%
Industry		
Manufacturing	73%	27%
Non-Manufacturing	90%	10%
Non-Profit	100%	0%
Organizational Size		
1-50	71%	29%
51-200	86%	14%
201-500	67%	33%
Over 500	100%	0%

Indication of essential duties

	Yes	No
All Organizations	80%	20%
Industry		
Manufacturing	76%	24%
Non-Manufacturing	84%	16%
Non-Profit	92%	8%
Organizational Size		
1-50	93%	7%
51-200	76%	24%
201-500	67%	33%
Over 500	100%	0%

Other duties as assigned

	Yes	No
All Organizations	74%	26%
Industry		
Manufacturing	71%	29%
Non-Manufacturing	68%	32%
Non-Profit	100%	0%
Organizational Size		
1-50	71%	29%
51-200	79%	21%
201-500	58%	42%
Over 500	89%	11%

Preferred qualifications/competencies

	Yes	No
All Organizations	73%	27%
Industry		
Manufacturing	64%	36%
Non-Manufacturing	84%	16%
Non-Profit	92%	8%
Organizational Size		
1-50	62%	38%
51-200	83%	17%
201-500	50%	50%
Over 500	78%	22%

Abilities (physical, cognitive, mathematical, verbal)

	Yes	No
All Organizations	71%	29%
Industry		
Manufacturing	71%	29%
Non-Manufacturing	63%	37%
Non-Profit	85%	15%
Organizational Size		
1-50	79%	21%
51-200	71%	29%
201-500	58%	42%
Over 500	78%	22%

Revision date

	Yes	No
All Organizations	69%	31%
Industry		
Manufacturing	71%	29%
Non-Manufacturing	58%	42%
Non-Profit	85%	15%
Organizational Size		
1-50	50%	50%
51-200	71%	29%
201-500	67%	33%
Over 500	100%	0%

Creation date

	Yes	No
All Organizations	67%	33%
Industry		
Manufacturing	69%	31%
Non-Manufacturing	63%	37%
Non-Profit	69%	31%
Organizational Size		
1-50	50%	50%
51-200	67%	33%
201-500	67%	33%
Over 500	100%	0%

Work conditions or environment

	Yes	No
All Organizations	65%	35%
Industry		
Manufacturing	67%	33%
Non-Manufacturing	68%	32%
Non-Profit	62%	38%
Organizational Size		
1-50	79%	21%
51-200	67%	33%
201-500	58%	42%
Over 500	56%	44%

FLSA status

	Yes	No
All Organizations	60%	40%
Industry		
Manufacturing	56%	44%
Non-Manufacturing	63%	37%
Non-Profit	77%	23%
Organizational Size		
1-50	36%	64%
51-200	64%	36%
201-500	67%	33%
Over 500	78%	22%

Location

	Yes	No
All Organizations	55%	45%
Industry		
Manufacturing	69%	31%
Non-Manufacturing	32%	68%
Non-Profit	46%	54%
Organizational Size		
1-50	57%	43%
51-200	52%	48%
201-500	75%	25%
Over 500	44%	56%

When the work is done (hours, how often, times of the year)

	Yes	No
All Organizations	23%	77%
Industry		
Manufacturing	16%	84%
Non-Manufacturing	37%	63%
Non-Profit	31%	69%
Organizational Size		
1-50	50%	50%
51-200	19%	81%
201-500	8%	92%
Over 500	22%	78%

Personality traits

	Yes	No
All Organizations	14%	86%
Industry		
Manufacturing	13%	87%
Non-Manufacturing	16%	84%
Non-Profit	15%	85%
Organizational Size		
1-50	14%	86%
51-200	10%	90%
201-500	25%	75%
Over 500	22%	78%

Success factors

	Yes	No
All Organizations	13%	87%
Industry		
Manufacturing	7%	93%
Non-Manufacturing	37%	63%
Non-Profit	0%	100%
Organizational Size		
1-50	14%	86%
51-200	19%	81%
201-500	0%	100%
Over 500	0%	100%

Other

	Yes	No
All Organizations	4%	96%
Industry		
Manufacturing	0%	100%
Non-Manufacturing	0%	100%
Non-Profit	23%	77%
Organizational Size		
1-50	0%	100%
51-200	2%	98%
201-500	0%	100%
Over 500	22%	78%

Figure 8a | How often does your organization ensure that job descriptions are accurate?

Variable time-frames

	Whenever a position becomes available	Whenever there is a change in the duties of a position	Whenever there is a significant change in the organization	Do not update
All Organizations	46%	65%	40%	3%
Industry				
Manufacturing	49%	67%	38%	2%
Non-Manufacturing	37%	68%	53%	5%
Non-Profit	54%	62%	31%	0%
Organizational Size				
1-50	36%	57%	57%	7%
51-200	43%	69%	41%	2%
201-500	58%	67%	42%	0%
Over 500	67%	67%	11%	0%

Standard time-frames

	Once per year	Once per every 2 years	Once per every 3 years	Once per every 4 years	Less than once per every 4 years
All Organizations	21%	10%	5%	1%	3%
Industry					
Manufacturing	24%	9%	7%	0%	2%
Non-Manufacturing	11%	11%	5%	5%	5%
Non-Profit	23%	15%	0%	0%	0%
Organizational Size					
1-50	14%	14%	0%	0%	0%
51-200	26%	10%	7%	2%	2%
201-500	17%	0%	0%	0%	8%
Over 500	11%	22%	11%	0%	0%

Figure 9a | How often does your organization ensure that FLSA exemption classifications are accurate?

Variable time-frames

	Whenever a position becomes available	Whenever there is a change in the duties of a position	Whenever there is a significant change in the organization	Do not update
All Organizations	40%	56%	33%	3%
Industry				
Manufacturing	40%	58%	31%	0%
Non-Manufacturing	32%	53%	37%	5%
Non-Profit	54%	62%	39%	8%
Organizational Size				
1-50	36%	50%	43%	0%
51-200	33%	57%	36%	5%
201-500	50%	58%	25%	0%
Over 500	67%	67%	22%	0%

Standard time-frames

	Once per year	Once per every 2 years	Once per every 3 years	Once per every 4 years	Less than once per every 4 years
All Organizations	17%	13%	1%	0%	3%
Industry					
Manufacturing	20%	16%	2%	0%	2%
Non-Manufacturing	11%	5%	0%	0%	5%
Non-Profit	15%	15%	0%	0%	0%
Organizational Size					
1-50	0%	7%	0%	0%	0%
51-200	26%	12%	2%	0%	2%
201-500	8%	17%	0%	0%	8%
Over 500	11%	22%	0%	0%	0%

Figure 10a | Are employees required to sign their job description for any of the following?

	Upon obtaining an updated job description	Upon obtaining a new job	When their job description changes	Upon receiving a promotion or transfer	Other
All Organizations	22%	21%	18%	17%	3%
Industry					
Manufacturing	13%	16%	13%	13%	4%
Non-Manufacturing	26%	11%	11%	11%	0%
Non-Profit	46%	54%	46%	39%	0%
Organizational Size					
1-50	21%	21%	21%	7%	0%
51-200	29%	26%	21%	24%	5%
201-500	17%	17%	17%	17%	0%
Over 500	0%	0%	0%	0%	0%

Figure 11a | Is your job titling practices the same throughout the organization?

	Yes, job titling is mainly the same throughout the organization, but allows for some flexibility	Yes, job titling is the same throughout the organization	No, job titling is not consistent and allows for full flexibility in making titling decisions
All Organizations	59%	21%	17%
Industry			
Manufacturing	53%	20%	22%
Non-Manufacturing	68%	26%	5%
Non-Profit	69%	15%	15%
Organizational Size			
1-50	57%	14%	29%
51-200	62%	21%	12%
201-500	50%	25%	25%
Over 500	67%	22%	11%

Figure 12a | How does your organization use job titles?

Communicate the employee role

	Yes	No
All Organizations	80%	20%
Industry		
Manufacturing	71%	29%
Non-Manufacturing	90%	10%
Non-Profit	100%	0%
Organizational Size		
1-50	100%	0%
51-200	71%	29%
201-500	83%	17%
Over 500	89%	11%

Communicate the organizational structure

	Yes	No
All Organizations	68%	32%
Industry		
Manufacturing	67%	33%
Non-Manufacturing	63%	37%
Non-Profit	85%	15%
Organizational Size		
1-50	50%	50%
51-200	64%	36%
201-500	92%	8%
Over 500	89%	11%

Align with compensation structure (grades, ranges, etc)

	Yes	No
All Organizations	49%	51%
Industry		
Manufacturing	51%	49%
Non-Manufacturing	42%	58%
Non-Profit	54%	46%
Organizational Size		
1-50	36%	64%
51-200	48%	52%
201-500	58%	42%
Over 500	67%	33%

Distinguish management from non-management

	Yes	No
All Organizations	36%	64%
Industry		
Manufacturing	33%	67%
Non-Manufacturing	26%	74%
Non-Profit	62%	38%
Organizational Size		
1-50	21%	79%
51-200	33%	67%
201-500	33%	67%
Over 500	78%	22%

Create career paths

	Yes	No
All Organizations	31%	69%
Industry		
Manufacturing	24%	76%
Non-Manufacturing	32%	68%
Non-Profit	54%	46%
Organizational Size		
1-50	21%	79%
51-200	26%	74%
201-500	42%	58%
Over 500	56%	44%

Determine eligibility for business cards, offices, perks, etc.

	Yes	No
All Organizations	12%	88%
Industry		
Manufacturing	13%	87%
Non-Manufacturing	5%	95%
Non-Profit	15%	85%
Organizational Size		
1-50	14%	86%
51-200	10%	90%
201-500	17%	83%
Over 500	11%	89%

Recognize or reward employees

	Yes	No
All Organizations	8%	92%
Industry		
Manufacturing	9%	91%
Non-Manufacturing	0%	100%
Non-Profit	15%	85%
Organizational Size		
1-50	0%	100%
51-200	7%	93%
201-500	8%	92%
Over 500	22%	78%

Other

	Yes	No
All Organizations	3%	97%
Industry		
Manufacturing	2%	98%
Non-Manufacturing	0%	100%
Non-Profit	8%	92%
Organizational Size		
1-50	0%	100%
51-200	5%	95%
201-500	0%	100%
Over 500	0%	100%

Figure 13a | If job title affects any of the following, please indicate which job titles receive business cards?

Managers

	Yes	No
All Organizations	44%	56%
Industry		
Manufacturing	63%	37%
Non-Manufacturing	33%	67%
Non-Profit	0%	100%
Organizational Size		
1-50	20%	80%
51-200	47%	53%
201-500	100%	0%
Over 500	0%	100%

Sales

	Yes	No
All Organizations	30%	70%
Industry		
Manufacturing	38%	62%
Non-Manufacturing	33%	67%
Non-Profit	0%	100%
Organizational Size		
1-50	60%	40%
51-200	24%	77%
201-500	33%	67%
Over 500	0%	100%

Supervisors

	Yes	No
All Organizations	22%	78%
Industry		
Manufacturing	31%	69%
Non-Manufacturing	0%	100%
Non-Profit	20%	80%
Organizational Size		
1-50	20%	80%
51-200	24%	76%
201-500	33%	67%
Over 500	0%	100%

All employees

	Yes	No
All Organizations	22%	78%
Industry		
Manufacturing	0%	100%
Non-Manufacturing	50%	50%
Non-Profit	60%	40%
Organizational Size		
1-50	20%	80%
51-200	29%	71%
201-500	0%	100%
Over 500	0%	100%

Industry specific position

	Yes	No
All Organizations	22%	78%
Industry		
Manufacturing	31%	69%
Non-Manufacturing	0%	100%
Non-Profit	20%	80%
Organizational Size		
1-50	40%	60%
51-200	18%	82%
201-500	0%	100%
Over 500	50%	50%

Executive management

	Yes	No
All Organizations	19%	81%
Industry		
Manufacturing	33%	67%
Non-Manufacturing	0%	100%
Non-Profit	0%	100%
Organizational Size		
1-50	40%	60%
51-200	6%	94%
201-500	67%	33%
Over 500	0%	100%

Administrative

	Yes	No
All Organizations	15%	85%
Industry		
Manufacturing	25%	75%
Non-Manufacturing	0%	100%
Non-Profit	0%	100%
Organizational Size		
1-50	20%	80%
51-200	12%	88%
201-500	33%	67%
Over 500	0%	100%

All exempt

	Yes	No
All Organizations	15%	85%
Industry		
Manufacturing	13%	87%
Non-Manufacturing	17%	83%
Non-Profit	20%	80%
Organizational Size		
1-50	20%	80%
51-200	12%	88%
201-500	0%	100%
Over 500	50%	50%

Customer or client service

	Yes	No
All Organizations	7%	93%
Industry		
Manufacturing	13%	87%
Non-Manufacturing	0%	100%
Non-Profit	0%	100%
Organizational Size		
1-50	0%	100%
51-200	12%	88%
201-500	0%	100%
Over 500	0%	100%

Figure 14a | If job title affects any of the following, please indicate which job titles receive office space.

	Managers	Executive management	Supervisors	None	All employees
All Organizations	63%	50%	13%	13%	6%
Industry					
Manufacturing	50%	50%	10%	20%	0%
Non-Manufacturing	100%	50%	25%	0%	0%
Non-Profit	50%	50%	0%	0%	50%
Organizational Size					
1-50	0%	50%	0%	0%	50%
51-200	72%	36%	18%	18%	0%
201-500	50%	100%	0%	0%	0%
Over 500	100%	100%	0%	0%	0%

Figure 15a | What are the most commonly used job titles for 1st line supervision?

	Supervisor	Manager	Lead/Leader	Director	Coordinator	Specialist
All Organizations	65%	26%	19%	6%	5%	2%
Industry						
Manufacturing	74%	21%	21%	3%	0%	0%
Non-Manufacturing	44%	38%	25%	13%	6%	6%
Non-Profit	64%	27%	0%	9%	18%	0%
Organizational Size						
1-50	67%	11%	33%	11%	0%	0%
51-200	63%	24%	18%	5%	5%	3%
201-500	64%	27%	18%	9%	9%	0%
Over 500	71%	57%	0%	0%	0%	0%

Figure 16a | What are the most commonly used job titles for the highest level of management (not including the CEO)?

	VP	Director	President	Manager	Chief	Controller
All Organizations	41%	37%	21%	13%	10%	3%
Industry						
Manufacturing	44%	31%	33%	18%	8%	3%
Non-Manufacturing	39%	44%	6%	6%	17%	6%
Non-Profit	39%	46%	8%	8%	8%	0%
Organizational Size						
1-50	17%	17%	50%	8%	0%	8%
51-200	45%	42%	13%	21%	11%	3%
201-500	55%	45%	36%	0%	9%	0%
Over 500	44%	33%	0%	0%	225	0%

Appendix B: Determination of Essential Duties

The following responses, provided by respondents, were in reference to how they determine the essential duties of a position.

Working with the manager

- Working with other managers.
- HR discusses with the hiring manager.
- We break the job down in order to determine the critical tasks.
- The hiring manager determines essential functions of the job based on input from current roles, needs of the department, and/or comparisons made to benchmark data, etc.
- Question the supervisor.
- The HR Business Partner collaborates with the business unit management and determines the essential principle duties and responsibilities.
- Discussion between HR and supervisor.
- Talking to supervisors of the jobs
- Immediate supervisor develops a description in conjunction with the HR administrator and other department heads who have direct interaction with the position.
- Supervisor input.
- Supervisor determines primary functions. Reviewed with staff.
- Consult manager and review previous requirements.
- Managers determine the essential functions necessary to complete tasks
- Managers are tasked with determining this and are instructed to list the critical functions that are 'must haves' in the position.
- The Manager/Supervisor determines the essential functions of a job.
- We ask the hiring manager.
- Work with line management to define them.
- Supervisor or incumbent has direct input to functions, approved by HR.
- Manager and HR review duties and determine what must be done and where most time needs to be spent.
- Hiring manager provides the essential functions of the position.
- Manager provides information to HR and we modify to be consistent with our other job descriptions.
- Supervisors provide key functions for job descriptions.
- Based upon discussions between manager and HR.
- Initially management determines needs / functions of position; annually manager and employee revise as needed.
- Based on the needs of the hiring manager.
- Meeting with the supervisor to determine functions and needs of the position.

Interviews with supervisors and incumbents

- Supervisory and incumbent completion of them.
- Provided by supervisor/incumbent.
- Job incumbents & manager interviews.
- Interview incumbent and/or manager
- We list every aspect of the job. HR, the manager and any employees already performing the job have a discussion to determine the essential functions. We might also compare our description with similar descriptions from other sources.
- We work with the hiring manager and any employee that is currently in the role.
- Talk with current employees in the position as well as the supervisor /manager.
- Meet with essential members of the staff and determine necessary skills needed.
- Self description from employee.
- Benchmarking, SME's; research.
- Talking with the supervisor, employees, etc.
- HR works directly with the VP, Managers, and other staff.

Organization/position needs analysis

- Based on needs of position.
- Based on needs of the organization.
- Building the organization based on company objectives. Developing a staff to support the objectives through skill assessment required for a job.
- What is most important in performing the job successfully and the main purpose of the job.
- Supervisor documentation/interview, business needs analysis, collect info from job description resources
- Look at core functions that are specific to that job.
- List what job tasks the person in the position will perform, prioritize the job tasks, essential functions are the job tasks the person must perform versus completing via subordinates.
- Determine what duties and responsibilities are necessary to complete the tasks that will be assigned to that individual(s). From the functions, we there determine the skill set that is required/preferred that we feel is necessary to perform the duties/functions in an exceptional manner.
- Based on what is the company needed to get accomplished.
- We determine what duties will be included in the position and then determine what is a must for the job.

Job analysis

- Through a job analysis.
- Job analysis and breakdown of purpose of the job.
- Primarily job analysis.

- Job analysis.
- Job analysis.
- Job analysis.

Observation

- Observe employee doing tasks, talk with employee. Review similar positions in other offices.
- Observation and interviews.
- Observation.
- Observation and by interviewing incumbents and managers. Business needs also dictate changes and job creation.
- Observing job being performed. Talking to employees who are doing the job.

Department head/department

- The hiring department is asked to identify them.
- HR and department head outline the core functions and purpose for the position.
- It is decided by the department head.

Sample descriptions

- Discussion with managers of what is expected. Sample job descriptions from others. Sample descriptions from salary surveys.
- Prior job descriptions, coupled with information from department manager.

Other

- By the percentage of time to perform tasks.
- Based on individual duties both daily and long term.
- Review of similar functions in other areas.
- Past performance.

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ERC Job Description and Titling Practices Survey

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