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INVITATION TO PARTICIPATE

We invite your participation in the fifteenth edition of the Senior Living Compensation Survey. The survey has been developed in response to requests to capture compensation data for the unique positions within the Senior Living industry. We are including jobs for facilities such as Assisted Living, Independent Living, Skilled Nursing Care, Alzheimer's and Convalescent Care.

This survey covers Actual Total Pay in the form of Actual Base Pay, Actual Individual Variable Pay, Actual Other Variable Pay, as well as Target Incentive data. Data is collected on an incumbent basis to ensure a complete picture of all compensation elements and true percentile analysis.

The survey fee of \$2,100 includes access to BOTH the **Standard AND Custom Reports** for the 2020 survey results through our highly acclaimed **DataCentral**® reporting system. Reports can be produced in familiar PDF and XLS formats. The **Custom** reporting capabilities give you the ability to compare your data to that of your selected set of participants. Be sure to review the various **DISCOUNTS** of up to \$650 to help moderate your costs this year. The results are NOT available to non-participants.

The schedule for this study is:

<i>01 May 2020</i>	Effective Date of Data
30 June 2020	Deadline for submission of data input to WMG to earn a \$100 on-time submittal discount!
<i>October 2020</i>	Results Available for Participants via DataCentral ®

In order to ensure that participating companies will be able to use this data for salary planning purposes, participants will need to meet the 30 June input deadline. Those who submit data on-time will receive a \$100 discount. If you anticipate having difficulty in meeting this deadline, please contact us directly.

All of the Policy & Practice information covered in this survey is collected and analyzed on our web site at **PolicyCentral**®. You can logon at www.wmgnet.com to report and access this information. If you are a previous participant in any WMG survey, your policy information may already be entered in **PolicyCentral**. Just logon, review and update them as necessary. Update your **PolicyCentral** information by 30 June and receive a \$50 discount.

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

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

Very truly yours,

Ellie Nakhforoush
Survey Manager
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TABLE OF CONTENTS

Key Survey Features	3
New for 2020	3
Survey Schedule	4
Survey Fees	4
Survey Discounts	4
Survey Results - DataCentral® Subscription.....	5
Sample Reports	6
2019 Participant List	10
Policy Central® - Online Policies and Practices Resource	11
Previous Job Match Report	12
Data Confidentiality, Privacy, and Security.....	12
SmartScreen® - Data Entry Simplified	13
SmartScreen® - Layout and Specifications.....	14
Survey Data Elements.....	15
Job Matching	19
Survey Jobs Index	20
Survey Job Descriptions	23

KEY SURVEY FEATURES

- Actual Total Pay data including Actual Base Salary, Actual Individual Variable Pay and Actual Other Variable Pay
- Geographic breakouts of data for major regions, state, and over 100 major metropolitan areas throughout the country
- Community Type, Number of Beds, and Revenue Level breakouts
- 26 participants were included in the 2019 edition, reporting pay data for more than 3,500 sites and 164,819 individual employees
- 158 benchmark jobs, each with detailed job descriptions

NEW FOR 2020

- No major changes have taken place for 2020

SURVEY SCHEDULE

Our schedule calls for the production and distribution of this year's survey in October 2019. In order to meet this output schedule, it is extremely important for you to submit your information to us as soon as possible, so we may audit and verify your entries, and have adequate time to clarify any data or policy questions with you. Reports will be produced on a FIFO (first in - first out) basis. The earlier you submit your data, the earlier you will be placed in the production cycle.

The schedule for this survey is:

February 2020
01 May 2020
30 June 2020
October 2020

Distribution of Input Materials
Effective Date of Data
Deadline for submission of data. Earn a \$100 discount for "on-time" data
Results available for participants via **DataCentral®**

SURVEY FEES

All survey results are delivered via our **DataCentral®** online survey report tool. You have 24x7 access to both the **Standard Downloadable Reports** which include data from ALL participants on ALL jobs, and **Custom Generated Reports** where you can create your own report selections based on your choice of companies, product sectors, geographies, revenue, etc. With the Custom Reports you have complete control of the complexity of analyses, comparisons, and customization of results from the survey database, and you can run an unlimited number of reports to satisfy your needs on a 24x7 basis at any time.

Survey Fee - Provides BOTH Standard and Custom Report Access	\$2,100
Hard Copy of Standard Report (in addition to the fee above)	\$250

SURVEY DISCOUNTS

YOU CAN EARN SIGNIFICANT DISCOUNTS on your Senior Living Compensation Survey fees this year!

- \$50 PolicyCentral® Discount if you complete/update the "core" topics in PolicyCentral by 30 June 2020
- \$100 On-Time Discount if you submit you pay by 30 June 2020
- \$200 Previous Participant Discount for all 2019 Senior Living Compensation Survey participants
- \$300 New Participant Referral Discount for each new participant you refer - PLUS the company you refer also receives this discount!

SURVEY RESULTS - DataCentral® SUBSCRIPTION

For one price, there are two levels of results access available depending on your needs, whether you only need the Standard Report in PDF or XLS format covering all of the participants and all of the jobs, or complex reporting “drill-down” capabilities. All participants will receive a FULL YEAR of 24x7 access to DataCentral® to download your reports online, and get immediate results.

■ STANDARD DOWNLOADABLE REPORTS

Download the full survey Standard Report which contains ALL data from ALL participants. Your data is included in the computation of job data statistics and totals. Available in both Adobe Acrobat and Excel formats, at no additional cost.

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

A hard copy, printed version of the Standard Report is also available for an additional \$250 (only offered in addition to a DataCentral subscription).

■ CUSTOM GENERATED REPORTS

The Custom Reports offer detailed and full customized reporting capability. Ideal for participants who need reports based on a selected set of participants or to meet specific scoping criteria. You have complete control and flexibility in defining your own peer group for the reports. Results are provided in both PDF and XLS Formats at no additional cost.

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

Includes all of the above reports from the Standard level PLUS

- **Market Comparison Report:** The Market Comparison report displays your company compares to the market in graphic and tabular form.
- **Uploadable Excel Breakout Report:** Similar to the Uploadable Excel Report above, PLUS adds the ability to split the results into categories such as Geography, Product, or Assets.

For a live demonstration of the power, flexibility and capabilities of **DataCentral** go to www.wmgnet.com and log on to **DataCentral** with the User Name: DEMO and the Password: DEMO, or contact Ellie Nakhforoush at +1 408 571 6378, ellie@wmgnet.com for a guided tour.

Senior Living 2020 Compensation Survey



SAMPLE - SUMMARY REPORT

REPRESENTS: Employee Weighted Average
PAY TYPE DISPLAYED: Annual Rate

WMG Job Title	Base Pay	Hourly Base Pay	Most Recent FY Variable & Bonus Payout	Most Recent FY Profit Sharing Payout	Current Total Cash Compensation	Target Bonus %	Span of Control	Total Number of Incumbents	Total Number of Companies
2013 General Human Resources Representative - Career	\$58,024	\$27.90	\$2,876	\$6,000	\$59,853	8.0%		16	9
2418 Human Resources Manager - Site	\$59,080	\$28.40	\$4,266	\$5,283	\$61,190	9.63%	271	162	13
2419 Human Resources Manager - Region	\$90,149	\$43.34	\$10,096		\$98,375	18.76%	86	54	9
2420 Human Resources Executive - Corporate	\$108,861	\$52.34	\$15,020		\$112,199	35.0%	6	9	7
3012 Dishwasher	\$18,560	\$8.92	\$267		\$18,581			3,544	22
3022 Waitstaff/Server	\$17,943	\$8.63	\$181		\$17,962			14,988	29
3032 Food Service Operator	\$20,909	\$10.05	\$241		\$20,980			597	13
3043 Cook	\$23,752	\$11.42	\$408		\$23,775			7,672	35
3065 Head Chef	\$40,273	\$19.36	\$3,302	\$2,643	\$40,199	8.65%	10	309	15
3273 Dietician - Site	\$43,562	\$20.94	\$1,649	\$1,653	\$43,653	8.0%		486	11
3363 Food Services Specialist	\$19,504	\$9.38	\$400		\$19,510			270	10
3365 Food Services Supv	\$31,526	\$15.16	\$977		\$31,586	10.0%	3	204	10
3376 Dining Room Manager	\$30,012	\$14.43	\$932		\$30,333	8.04%	15	571	18
3477 Dining and Food Services Manager - Site	\$45,042	\$21.65	\$2,499	\$2,979	\$45,647	10.55%	14	1,552	27
3478 Dining and Food Services Manager/Director - Region	\$79,482	\$38.28	\$1,853	\$10,000	\$86,969	13.0%		28	8
3479 Dining and Food Services Manager/Director - Corp	\$82,619	\$39.72	\$12,500		\$84,405	15.0%	1	7	6
4001 Accounting Assistant - Entry	\$29,553	\$14.34	\$932		\$30,357			15	6
4002 Accounting Assistant - Intermediate	\$35,764	\$17.19	\$584		\$35,842	2.0%		165	17
4003 Accounting Assistant - Senior	\$36,581	\$17.59	\$550		\$36,672			12	6
4021 Accountant - Entry	\$39,782	\$19.13	\$2,875		\$40,208	8.0%		27	9
4022 Accountant - Intermediate	\$47,597	\$22.88	\$1,894		\$47,806	7.43%		145	15
4023 Accountant - Career	\$58,974	\$28.35	\$3,336	\$6,900	\$60,540	6.73%		54	11
4052 Payroll Assistant - Intermediate	\$33,094	\$15.91	\$497		\$33,201			51	13
4053 Payroll Assistant - Senior	\$41,697	\$20.05	\$2,433		\$41,950	7.4%		48	11
4097 Payroll Supervisor	\$48,350	\$23.25	\$3,521	\$6,500	\$50,065	8.33%	138	12	8

FICTIONAL DATA

Senior Living 2020 Compensation Survey



SAMPLE - DETAIL REPORT

DATA FOR MY COMPANY DISPLAYED IN ITALICS

PAY TYPE DISPLAYED: Annual Rate

1042 Administrative Assistant - Intermediate

	Base Pay	Hourly Base Pay	Most Recent FY Variable & Bonus Payout	Most Recent FY Profit Sharing Payout	Current Total Cash Compensation	Target Bonus %	Span of Control
Highest	\$74,235	\$35.69	\$2,211		\$74,235		
90th Percentile	\$44,150	\$21.23	\$1,897		\$44,393		
75th Percentile	\$37,648	\$18.10	\$550		\$37,648		
50th Percentile	\$32,354	\$15.56	\$243		\$32,354		
25th Percentile	\$26,187	\$12.59	\$65		\$26,329		
10th Percentile	\$21,840	\$10.50	\$54		\$21,840		
Lowest	\$18,720	\$9.00	\$43		\$18,720		
Number Of Employees	426	426	12		426		
Employee Weighted Average	\$32,851	\$15.79	\$664		\$32,870		
Number Of Companies	17	17	5		17		
Company Weighted Average	\$34,432	\$16.55	\$850		\$34,638		
Mean Earning Mix		98.19%			100.0%		
Percentage of Total Employees Eligible For Payment			28.52%	0.7%			
Percent Of Companies With Employees Eligible For Payment			29.41%	5.00%			
Percent Of Eligible Employees Actually Receiving Payment			10.62%				
Percent Of Total Employees Receiving Payment			2.82%				
Impact: Bonus & P.S./Base Pay - Total Employee Count			0.05%				
Impact: Bonus & P.S./Base Pay - Employees Receiving Payment			1.83%				
Employment Status		Percent Full Time:	67.61%		Percent Part Time:	32.39%	
FLSA Status		Percent Exempt:	3.76%		Percent Non-Exempt:	96.24%	
Percent of Total Employee Eligible for LTI		Stock Option:		Long Term Cash:		Combination of Stock & Cash:	

Empty Cell = No data or insufficient data for analysis.

Senior Living 2020 Compensation Survey



SAMPLE - BREAKOUT REPORT

REPRESENTS: Employee Weighted Average
PAY TYPE DISPLAYED: Annual Rate

1177 Executive/Operations Director- Site

	Base Pay	Hourly Base Pay	Most Recent FY Variable & Bonus Payout	Most Recent FY Profit Sharing Payout	Current Total Cash Compensation	Target Bonus %	Total Number of Incumbents	Total Number of Companies	Selected Population Relative Index
COMPANY REVENUE									
Not Available	\$75,826	\$36.45	\$9,012	\$13,385	\$80,184	17.13%	1,849	30	100.0%
COMPANY HEADCOUNT									
C. 500 to 999	\$58,435	\$28.09	\$3,916		\$60,611	25.0%	63	5	75.58%
D. 1000 to 4999	\$80,325	\$38.62	\$13,610	\$13,875	\$84,052	22.1%	268	12	104.82%
F. 10000 and Over	\$74,438	\$35.79	\$8,960	\$3,595	\$79,609	16.5%	1,314	6	99.28%
COMMUNITY TYPE									
Alzheimers Care	\$73,418	\$35.30	\$8,310		\$75,128	20.45%	57	7	93.92%
Assisted Living	\$63,478	\$30.52	\$6,686		\$66,122	16.19%	715	16	83.39%
Combination	\$83,892	\$40.33	\$11,779	\$3,555	\$88,586	19.77%	859	18	110.47%
Independent Living	\$78,270	\$37.63	\$7,483		\$84,570	13.87%	139	10	105.47%
NUMBER OF BEDS									
Not Reported	\$92,281	\$44.37	\$13,385	\$13,875	\$96,570	17.9%	305	11	120.43%
Less Than 100	\$66,223	\$31.14	\$7,923		\$70,024	16.9%	1,045	20	87.32%
100 - 499	\$85,132	\$40.5	\$10,131	\$3,595	\$90,393	17.58%	484	18	112.73%
NUMBER OF SITES									
Not Reported	\$91,504	\$43.03	\$13,385	\$13,875	\$94,126	16.81%	283	10	117.38%
Single Site	\$73,150	\$35.26	\$8,583	\$3,595	\$77,675	17.14%	1,561	22	96.87%
SITE HEADCOUNT									
Not Reported	\$90,257	\$43.39	\$13,385	\$13,875	\$95,120	16.81%	269	9	118.62%
Less Than 100	\$70,428	\$33.86	\$8,093	\$3,595	\$74,399	17.05%	1,407	23	92.78%
100 - 499	\$97,344	\$46.80	\$12,108		\$104,141	17.73%	171	11	129.87%
SITE REVENUE									
Not Reported	\$84,932	\$40.83	\$13,009	\$13,875	\$88,810	23.0%	350	16	110.75%
Less Than \$5,000,000	\$67,082	\$32.25	\$7,105	\$3,595	\$70,252	16.33%	1,106	20	87.61%
\$5,000,000 - \$24,999,999	\$91,954	\$44.21	\$11,088		\$100,070	17.45%	388	11	124.8%
SELECTED POPULATION SUMMARY									
TOTAL JOB	\$75,826	\$36.45	\$9,012	\$13,385	\$80,184	17.13%	1,849	30	100.0%

Empty Cell = No data or insufficient data for analysis.

Note: No breakout data is displayed where less than 5 companies are reporting to any job scope factor. All data for this job is used when calculating the relative index.

Total Job calculations include data for all job scope factors, whether there was sufficient data to be displayed above or not.

SAMPLE - MARKET COMPARISON REPORT

MARKET COMPARISON REPORT
REPORT ID = Sample Data

1197 Business/Office Supervisor

Report analysis based on the Total Compensation of 4 Employee(s) from My Company and 306 Employees from 56 other companies.

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

Emp Avg Variance % - Over/Under Salary Checkup



Senior Living

2020 Compensation Survey



2019 PARTICIPANT LIST

Allegro Management
Altercare Integrated Health
Avamere Health Services
Auburn Hills- Harbor Chase
Belmont Village
Benchmark Assisted Living
Berkshire Healthcare
Brightview Senior Living
Brookdale Senior Living
CA Senior Living

Capital Senior Living
Era Living
Five Star Senior Living
Genesis Healthcare
Hearth Management
HH Hunt Corporation
Integracare Corporation
Integrated Senior Living
Kisco Senior Living
LCB Senior Living

Liv Communities
Oakland Management Corporation
Parsons Group
Retirement Center Management
Senior Living
Sava Senior Care
Senior Star Management
Sunrise Senior Living
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PolicyCentral® - ONLINE POLICIES AND PRACTICES RESOURCE

You can earn a \$50 discount when you complete/update your information in PolicyCentral.

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

You will receive a \$50 discount on your survey fees if you complete or update your **PolicyCentral** information on the following "Core Topics" by 30 June 2020.

- 2020 Pay Increase Budget
- Cost of Employee Benefits as a Percentage of Payroll
- Employment Turnover/Reduction In Force (RIF)
- Individual Performance Bonus (Excluding Sales Positions)
- Insurance: Health & Medical
- Paid Personal Time Off - PPTO
- Paid Sick Leave
- Paid Vacation
- Pay Increase Plan Design
- Retirement: Defined Contribution Plans (401(k) Type Plans)

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

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

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

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

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

You can logon at www.wmgnet.com to report and access your **PolicyCentral** information. If you are a new participant, or have misplaced your username and password, contact Ellie Nakhforoush at +1 408 571 6378, ellie@wmgnet.com.

PREVIOUS JOB MATCH REPORT

If you were a participant in the 2019 Senior Living Compensation Survey, and need access to the data you submitted last year, please contact Ellie Nakhforoush at +1 408 571 6378, ellie@wmgnet.com.

DATA CONFIDENTIALITY, PRIVACY, AND SECURITY

Participation in this survey implies agreement to provide employee pay and benefits data to WMG to be used for the production of compensation surveys. The results of said surveys will be released to all participants on a mutual exchange basis, providing that the normal data privacy, confidentiality, and security provisions are met. WMG does not collect personally-identifiable information for our surveys (such as Employee ID, Social Security, name, phone numbers, eMail, credit card, etc.), and has a number of safeguards in effect to protect the confidentiality of the company and employee data:

- No company or individual employee identification will be associated with any data or reports generated from the database, except a participant's own data presented to them in the reports.
- All reports and data presentations are available in "aggregate" form only and display summary information only.
- To ensure confidentiality, reports will NOT be produced for any participant unless the following criteria are met:
 - Report requests should contain a minimum of five or more survey participants, in addition to the requester.
 - No reports on individual jobs will be produced in which data from any single participant (other than the requester) represents over 25% of the total data in a given job OR if there are less than five companies (including your own) reporting data on a given job.

With regards to GDPR, we continually follow and monitor the best practices of data collection, handling, storage, and security to ensure that we are in full compliance with this and similar regulations. Please contact us directly for the latest copy of our GDPR, privacy, and data protection policy.

Western Management Group conducts a variety of surveys. Each is designed to uniquely cover a particular industry, function, and/or geography. Nevertheless, in some cases there is overlap of specific jobs over two or more WMG surveys.

When there are identical job descriptions in two or more surveys, WMG shares the data submitted on those jobs between the surveys. In this way we're able to maximize the data coverage, and present the most robust possible reflection of the true labor market.

Therefore, on some jobs, the data participants submit to a specific WMG survey may be reported back in two or more WMG surveys that year.

If you have any questions regarding our data-sharing policy and procedure, please feel free to contact us.

At no time is any of the information provided by participants to our surveys shared, stored, or handled by any third parties.

SmartScreen® - DATA ENTRY SIMPLIFIED

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

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

<https://www.wmgnet.com/dnn8/Portals/0/Surveys/SR/SR20%20SmartScreen.xls>

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

- Save the file, click on the “SUBMIT” tab and follow the easy steps to upload directly and securely to the WMG website. This is your most secure method to submit your data, as it is sent in an encrypted format.

OR

- Save the **SmartScreen** file to a location of your choice on your computer. Attach the completed file to an e-mail message and send to Ellie Nakhfroush at ellie@wmgnet.com

OR

- Use the following secure URL to upload your file directly to WMG:

<https://www.wmgnet.com/SmartScreenUpload/SmartScreenUpload.aspx?survey=SR20>

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

We strongly recommend that you keep a file copy of all information submitted to the survey for reference should we need to contact you for verification, and as a protection against loss. If you need assistance interpreting the input requirements, matching your jobs to the survey classifications or completing your **SmartScreen** please call or email Ellie Nakhfroush at +1 408 571 6378 or ellie@wmgnet.com.

SmartScreen® - LAYOUT AND SPECIFICATIONS

Participants with large data files are advised to format them as specified above and import to the **SmartScreen** template for validation prior to submission to WMG. Please contact Ellie Nakhforoush at +1 408 571 6378, ellie@wmgnet.com if you have questions about the use of the SmartScreen, if you have a data file exceeding 65,000 records, or proper formatting of your file.

- If you have used formulas to calculate fields, convert the formulas to "values" prior to uploading to **SmartScreen**
- DO NOT include decimals, dollar signs (\$) or cents - These will be formatted for you
- DO NOT add columns of information not defined on the Record Layout below
- DO NOT use any field delimiters
- DO NOT include or add hidden columns
- DO NOT change the order of the columns
- DO NOT assign a password to the document. You can use the "Submit" tab to directly and securely upload your file

Column	Survey Data Element	Definitions Page
A	Survey Job Code	15
B	Company Job Code	15
C	Company Job Title	15
D	Survey Record Number	15
E	Gender	15
F	FLSA Status	15
G	Employment Code	15
H	Work Zip Code	15
I	Community Type	16
J	Number of Beds	16
K	Number of Sites	16
L	Site Revenue	16
M	Site Employee Headcount	16
N	Total Span of Control	16
O	Actual Base Pay - Annual	16
P	Actual Base Pay - Hourly	16
Q	Actual Individual Variable Pay	17
R	Actual Other Variable Pay	17
S	Variable Pay Eligibility Code	18
T	Target Bonus Percent	18
U	LTI Eligibility Code	18
V	Entity/Division/Business Unit	18

SURVEY DATA ELEMENTS

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

Data reported should reflect policies and compensation in effect on 1 May 2020. All employees submitted must be on Active Pay Status as of 1 May 2020. EXCLUDE those who are on LOA, disability, sabbatical, or similar non-active status. Report data for each individual employee matched to the survey job.

- A. SURVEY JOB CODE:** The survey job code is the number corresponding to the survey job description for each job covered in the survey. The job descriptions are prepared to reflect the normal range of duties, responsibilities and requirements found in the level of job specified. Refer to the accompanying descriptions for detailed job content and to verify job matching requirements and scoping factors. The employee should perform at least 80% of the content of the job to be reported as a match. It is not intended that the description list every specific task which might conceivably be assigned to that level of job. Thus, it is unlikely that your job will be an exact match to the benchmark classification description, or that you have matches for all jobs, all levels.
- B. COMPANY JOB CODE:** If your organization uses a job numbering system, indicate your internal job code which corresponds to your title. This will assist in the Edit and Verification Process as well as document your match for future reference and participation. This information will also help you document your job matches and entries for future reference, as well as simplifying the updating of your data in subsequent cycles of the survey.
- C. COMPANY JOB TITLE:** Enter your internal company job title for each job reported.
- D. SURVEY RECORD NUMBER:** Enter a unique record number assigned to the line of data which enables internal tracking and verification of the pay information reported to the survey. This can be as simple as a number sequence starting at 1 for the first record, and indexing up to the full count of records being submitted.

You may use any scheme meeting your own needs which will allow you to associate the data with your own employees and provide for easy reference should we need to contact you to clarify, audit, or verify your input data. **DO NOT submit Social Security Number, Employee ID, Payroll ID, or any other personally-identifiable information which you would consider confidential, or could in any way compromise the confidentiality of the individual pay data reported for your employees.**

- E. GENDER:** A new data element has been added to the SmartScreen, Gender, identifying the gender of the employee. If you are unable to provide this data simply leave the column blank.

F = *Female*

M = *Male*

- F. FLSA STATUS:** Indicate the Fair Labor Standards Act (FLSA) status of the job incumbent.

E = *Exempt*

N = *Nonexempt*

- G. EMPLOYMENT CODE:**

F = *Full Time* (works 40 hours per week)

P = *Part Time* (works less than 40 hours per week)

If employee is Part Time, report pay as an hourly rate.

- H. WORK ZIP CODE:** Enter the 5-digit Postal ZIP Code of the **WORK LOCATION** (not residence) of the employee.

Senior Living

2020 Compensation Survey



I. COMMUNITY TYPE: Indicate the primary community type in which the employee is working.

IL = *Independent Living*

AL = *Assisted Living*

SN = *Skilled Nursing*

CC = *Convalescent Care*

AZ = *Alzheimer's*

ZZ = *Combination* (default if unknown)

Report Data Elements J, K, L, M, N for Supervisor/Manager jobs and above ONLY: If the actual number is not available, submit the best estimate for the typical responsibility for an incumbent in this position.

J. NUMBER OF BEDS: Enter the number of beds included in the site for which the supervisor/manager/director is responsible.

K. NUMBER OF SITES: Enter the number of sites for which the supervisor/manager/director is responsible.

L. SITE REVENUE: Enter the total annual revenue amount generated by the total number of sites for which this supervisor/manager/director is responsible. Report in full annual dollars, not truncated. For example, report 479,500, not 479K.

M. SITE EMPLOYEE HEADCOUNT: Enter the number of employees in the site or sites for which the supervisor/manager/director is responsible.

N. TOTAL SPAN OF CONTROL: Report the actual number of direct plus all indirect reports under the responsibility of the supervisor/manager/director.

For example: A director who has three managers reporting to them, each of whom has five employees would be reported as having a Total Span of Control of 18 employees (3+5+5+5).

If the actual number is not available, submit the best estimate for typical total number of employees for which a supervisor/manager/director in this position is responsible both directly and indirectly.

O. ACTUAL BASE PAY - ANNUAL: Base pay is the fixed portion of the employee's income, independent of any incentives, bonuses, performance awards, profit sharing or other cash compensation. Such payments represent pre-tax and pre-401K deferral amounts.

Report the annual base pay rate as of 1 May 2020 as an **ANNUAL** rate. (Based on 2080 hours per year)

If the incumbent's work-week is less than 40 hours, the base pay must be reported as an hourly rate in Column P.

You Need Only complete Column O or Column P, not both.

P. ACTUAL BASE PAY - HOURLY: Base pay is the fixed portion of the employee's income, independent of any incentives, bonuses, performance awards, profit sharing or other cash compensation. Such payments represent pre-tax and pre-401K deferral amounts.

Report the hourly base pay rate as of 1 May 2020 as an **HOURLY** rate. ***Report incumbents whose work-week is less than 40 hours (part-time in column P) here, not in column O.***

You Need ONLY complete Column O or Column P, not both.

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

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

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

OR

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

Include:

Sales Incentives/Commissions	Key Contributor Awards
Individual Performance Bonus	Lump Sum Merit Increases
Discretionary Bonus	Holiday Bonuses
Short Term Cash Payouts	Spot Awards
MBO Bonus	

Exclude:

Profit Sharing	Gainsharing Awards
Team/Group/Unit Bonus	Shift Differentials
Overtime	Stock Grants/Options
Lead Premiums	Patent/Suggestion Awards
Car Allowances	Hiring/Retention Bonuses
Gross-up amounts paid for tax purposes	Long-term or retirement plan payments

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

Include:

Team/Group/Unit Bonus	Gainsharing Awards
Profit Sharing	

Exclude:

Car Allowances	Gross-up amounts paid for tax purposes
Lead Premiums	Overtime
Sales Incentives/Commissions	Patent/Suggestion Awards
Hiring/Retention Bonuses	Key Contributor Awards
Long-term or retirement plan payments	Shift Differentials
Stock Grants/Options	MBO Bonus
Individual Performance Bonus	Lump Sum Merit Increases
Discretionary Bonus	Holiday Bonuses
Short Term Cash Payouts	Spot Awards

S. VARIABLE PAY ELIGIBILITY CODE: Indicate whether the employee was eligible to receive Actual Individual Variable Pay or Actual Other Variable Pay in the most recent or current plan year. "Eligibility" can refer to those in a formal or informal bonus plan.

0 = Not eligible for either Actual Individual Variable Pay or Actual Other Variable Pay

1 = Only eligible for Actual Individual Variable Pay

2 = Only eligible for Actual Other Variable Pay

3 = Eligible for Both Actual Individual Variable Pay or Actual Other Variable Pay

Employees may have been eligible, but did not actually receive payouts. Report the Eligibility Code, for all employees, whether actually paid or not.

T. TARGET BONUS PERCENT: Potential amount to be paid, as a percentage of base pay, should the individual/company achieve 100% of defined targeted performance goals for the current fiscal year (in most cases, this will be 2020). Target amount should be expressed as a percentage of base pay, to one decimal place. Pro-rate for full year performance. **Do not report partial year targets.**

U. LTI ELIGIBILITY CODE: Indicate whether the incumbent is currently eligible or not eligible for stock option grants and/or other long-term cash incentives:

0 = Not eligible for any Stock Option Grants or Long-Term cash incentives

1 = Currently eligible for Stock Option Grants

2 = Currently eligible for Long-Term Cash incentives

3 = Currently eligible for both Stock Option Grants and other Long Term cash incentives

V. ENTITY/DIVISION/BUSINESS UNIT: If you are submitting data for more than one Business Unit (entity, division, subsidiary), you may use this column to identify the Business Unit to which the employee is assigned.

JOB MATCHING

This survey is aimed at collecting data for a variety of levels of individual contributors, supervisory and management level positions within several functions.

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

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

MULTIPLE LEVEL MATCHING

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

For Example: The survey has three levels of Resident Care Provider. Your company has four. Upon review of the survey descriptions, you may determine that your 3rd and 4th level would be best reported to the 3rd level in the survey. Therefore, combine your 3rd & 4th level and report both in the 3rd level of the survey.

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

BLENDED JOBS - DO NOT DOUBLE MATCH:

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

SURVEY JOBS INDEX

NEW AND REVISED POSITIONS INDICATED IN BOLD RED ITALICS

SENIOR EXECUTIVES / OFFICERS

10	Chief Executive Officer	430	Vice President Marketing and Sales
30	Chief Operating Officer/Executive Vice President	440	Vice President Sales
80	Administration/Operations Executive	450	Vice President Human Resources
100	Chief Financial Officer	460	Vice President of Education and Training
120	Legal Executive/General Counsel	610	Vice President Information Systems
420	Vice President Marketing		

ADMINISTRATIVE / CLERICAL SUPPORT

1001	Clerical Support - Entry	1041	Administrative Assistant - Entry
1002	Clerical Support - Intermediate	1042	Administrative Assistant - Intermediate
1003	Clerical Support - Senior	1043	Administrative Assistant - Senior
1004	Clerical Support - Specialist	1051	Receptionist - Entry
1032	Executive Assistant to Executive	1052	Receptionist - Intermediate

OPERATIONS / MANAGEMENT

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

HUMAN RESOURCES

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

FOOD SERVICES

3002	Busser	3283	Dietician - Region
3012	Dishwasher	3363	Food Services Specialist
3022	Waitstaff/Server	3365	Food Services Supervisor
3032	Food Service Operator	3376	Dining Room Manager
3043	Cook	3477	Dining and Food Services Manager - Site
3045	Sous Chef	3478	Dining and Food Services Manager/Director - Region
3065	Executive/Head Chef	3479	Dining and Food Services Manager/Director - Corporate
3273	Dietician - Site		

ACCOUNTING / FINANCE

4001	Accounting Assistant - Entry	4098	Payroll Manager
4002	Accounting Assistant - Intermediate	4099	Payroll Director
4003	Accounting Assistant - Senior	4151	Financial Analyst - Entry
4021	Accountant - Entry	4152	Financial Analyst - Intermediate
4022	Accountant - Intermediate	4153	Financial Analyst - Career
4023	Accountant - Career	4154	Financial Analyst - Specialist
4024	Accountant - Specialist	4287	Accounting/Finance - Supervisor
4052	Payroll Assistant - Intermediate	4288	Accounting/Finance Manager - First level
4053	Payroll Assistant - Senior	4289	Accounting/Finance Manager - Second level
4097	Payroll Supervisor	4498	Controller

Senior Living

2020 Compensation Survey



HOUSEKEEPING

4511	Housekeeper - Entry	4532	Laundry Operator
4512	Housekeeper - Intermediate	4565	Housekeeping Supervisor
4514	Housekeeper - Lead	4566	Housekeeping Manager/Director

SALES / MARKETING

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

RESIDENT SERVICES

6001	Valet	6067	Resident Services Director - Region
6002	Shuttle/Van Driver	6068	Resident Services Director - Corporate
6011	Resident Care Provider - Entry	6113	Activities Assistant
6012	Resident Care Provider - Intermediate	6176	Activities Director - Site
6014	Resident Care Provider - Lead	6177	Activities Director - Region
6065	Resident Care Supervisor	6233	Beautician/Stylist
6066	Resident Services Director - Site	6243	Fitness/Recreation Therapist

FACILITIES / MAINTENANCE

6411	Interior Designer - Entry	6643	Janitor/Custodian - Intermediate or Lead
6412	Interior Designer - Intermediate	6671	Security Guard
6413	Interior Designer - Career	6687	Security Supervisor
6418	Interior Design Manager	6688	Security Manager
6511	Facilities Maintenance Technician - Entry	6786	General Maintenance Director - Site
6512	Facilities Maintenance Technician - Intermediate	6787	General Maintenance Director - Region
6513	Facilities Maintenance Technician - Senior	6797	Facilities Supervisor
6552	Groundskeeper	6798	Facilities Manager
6642	Janitor/Custodian - Entry	6966	Facilities Construction Manager

HEALTHCARE / HOSPICE

7011	Nurse Practitioner/Clinician/Physician's Assist - Entry	7206	Staffing Coordinator
7013	Nurse Practitioner/Clinician/Physician's Assist - Career	7265	Nursing Shift Supervisor
7014	Nurse Practitioner/Clinician/Physician's Assist - Senior	7267	Director of Nursing Services
7021	Licensed Vocational Nurse - Entry	7268	Medical Director (MD)
7023	Licensed Vocational Nurse - Career	7287	Health Care Manager - Region
7031	Registered Nurse - Entry	7301	Dementia Personal Care Aide - Entry
7033	Registered Nurse - Career	7302	Dementia Personal Care Aide - Intermediate
7034	Registered Nurse - Senior	7307	Dementia Personal Care Supervisor
7042	Utilization Nurse/Case Manager - Intermediate	7308	Dementia Personal Care Manager
7043	Utilization Nurse/Case Manager - Career	7401	Home Health Aide
7113	Certified Medication Aide	7402	Certified Nurse's Assistant/Aide
7123	Emergency Medical Technician	7501	Pharmacy Technician
7143	Medical Records Clerk	7508	Pharmacist
7148	Medical Records Counselor/Director	7561	Physical Therapy Aide
7153	Risk Management Specialist	7562	Physical Therapist
7158	Risk Management Manager	7564	Respiratory Therapist (Registered)
7203	MDS (Minimum Data Set) Coordinator - Site	7565	Occupational Therapist
7204	MDS (Minimum Data Set) Coordinator - Region		

Senior Living

2020 Compensation Survey



INFORMATION TECHNOLOGY

8131 Systems Administrator - Entry
8132 Systems Administrator - Intermediate
8133 Systems Administrator - Career
8261 PC Support Technician - Entry
8262 PC Support Technician - Intermediate

8263 PC Support Technician - Senior
8271 MIS/Help Desk Coordinator - Entry
8272 MIS/Help Desk Coordinator - Intermediate
8273 MIS/Help Desk Coordinator - Senior
8498 Information Technology Manager

SURVEY JOB DESCRIPTIONS

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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. *NEW AND REVISED POSITIONS INDICATED IN BOLD RED ITALICS*

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.

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.

430 - Vice President Marketing and Sales

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.

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.

460 - Vice President of Education and Training

Develops training programs, facilitates implementation of appropriate change management initiatives, and ensures development programs are aligned with company's mission, corporate culture, brand, and strategic objectives. Proactively and collaboratively initiates employee and talent development solutions to enhance service levels and increase efficiencies. Directs the design, planning, and implementation of corporate training programs, policies, and procedures. Ensures the success and effectiveness of training programs through the establishment of metrics, assessments, tracking, and reporting by trainers, mentors, and managers. Assesses the organizational development needs of operating, business and functional units; leads the design, development and implementation of programs, policies and strategies tailored to meet employee development needs and program goals. Provides expert facilitation and coaching to supervisors and managers regarding employee development methods and tools. Provides consultative and mentoring services to all departments regarding short- and long-term planning for employee development programs. Directs and cultivates effective collaboration with third party vendors and programs. Design and delivery of both in-house and with expert third parties, solutions that include a blended approach to learning such as coaching, classroom training, experiential learning, distance learning and online learning. Bachelor's or Master's degree, preferably with an emphasis in Organizational Development or Training. 15 or more years of experience leading, creating, and facilitating leadership, learning, succession, performance management, talent acquisition, and career development.

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.

ADMINISTRATIVE / CLERICAL SUPPORT JOB FAMILIES

JOB FUNCTION AND JOB CODE(S): **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.

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
1001	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	None	6 - 12 months
1002	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
1003	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
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

Senior Living

2020 Compensation Survey



JOB FUNCTION AND JOB CODE(S): 1032 - Executive Assistant to Executive

PRIMARY DUTIES AND RESPONSIBILITIES: Under minimum supervision and acting on own initiative, performs diverse and advanced administrative and secretarial support for an Executive of the organization. It is rare that any company would have more than 3-5 incumbents at this level.

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
1032	Single level	<p>Assignments involve work of a confidential and/or complex nature, necessitating exposure to sensitive information and contacts requiring considerable discretion, judgment, tact and diplomacy as well as a practical knowledge of the practices and procedures of the function, general company policies and programs. Independently gathers, compiles and analyzes information from multiple sources, and prepares a variety of complex reports, manuals, or agendas. Maintains sensitive files and records for Executive. Reviews and answers mail and inquiries on own initiative and determines within established guidelines if executive action is required. Refers routine matters to appropriate parties for action and follows up to ensure proper disposition. Communicates with executive, administrative and line management to gather and convey information pertaining to Executive's responsibilities. Answers telephone calls and tactfully handles inquiries and/or refers to appropriate party. Arranges and makes notifications of appointments and travel reservations/arrangements. May prepare and process expense reports. Performs a wide variety of normal secretarial, administrative, and clerical duties including taking dictation and transcribing notes for letters, memos and reports. Types materials in final form from very rough or involved drafts which may frequently use technical terminology and statistical data. Plans the layout of complex reports, proposals and statistical tables. Typically uses word processing and spreadsheet software packages to prepare correspondence, reports and other memoranda. May use database, graphics and desktop publishing applications. Operates a variety of general office equipment such as personal computer, copier, calculator, Dictaphone or other office machines. Interfaces with clerical or secretarial staff from within or outside the function. May have contact with firms, organizations or individuals from outside the company.</p> <p>May provide work leadership for other support staff members.</p> <p>Requires experience with word processing and/or PC operations. Includes those reporting directly to a Senior Executive at corporate or major division level, such as Vice President, Treasurer, Division Manager/General Manager/President/CEO.</p>	High school graduate or equivalent experience	7+ years	10+ years

Senior Living

2020 Compensation Survey



JOB FUNCTION AND JOB CODE(S): 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

Senior Living

2020 Compensation Survey



JOB FUNCTION AND JOB CODE(S): 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 provide an overview of community information to those inquiries in support of the marketing and sales efforts. 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	None	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

OPERATIONS / MANAGEMENT JOB FAMILIES

JOB FUNCTION AND JOB CODE(S): 1177 - Executive/Operations Director - Site

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
1177	Director 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, and motivates all department heads. Reviews, analyzes and evaluates resident care and implements changes. Monitors compliance with state and federal regulations.	Bachelor's degree or equivalent experience	2+ years	4+ years

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JOB FUNCTION AND JOB CODE(S): 1178 - Executive/Operations Director - Region

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
1178	Director 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's degree or equivalent experience	5+ years	8+ years

JOB FUNCTION AND JOB CODE(S): 1179 - Executive/Operations Director - Corporate

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
1179	Director 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's degree or equivalent experience	8+ years	10+ years

JOB FUNCTION AND JOB CODE(S): 1197 - Business/Office Supervisor

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
1197	Supervisor	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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JOB FUNCTION AND JOB CODE(S): 1198 - Business/Office Manager

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
1198	Manager	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

HUMAN RESOURCES JOB FAMILIES

JOB FUNCTION AND JOB CODE(S): 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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JOB FUNCTION AND JOB CODE(S): 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, and 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's 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, and 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's 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's degree in Human Resources, a related field or equivalent experience	3+ years	5+ years

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2020 Compensation Survey



JOB FUNCTION AND JOB CODE(S): 2418 - Human Resources Manager - Site

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
2418	Manager 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's degree in Business, Human Resources, a related field or equivalent experience	3+ years	5+ years

JOB FUNCTION AND JOB CODE(S): 2419 - Human Resources Manager - Region

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
2419	Manager 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's degree in Business, Human Resources, a related field or equivalent experience	5+ years	7+ years

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JOB FUNCTION AND JOB CODE(S): 2420 - Human Resources Executive - Corporate

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
2420	Manager/ Executive Corporate	Responsible for development of corporate human resources, policies, practices and activities related to employee relations, EEO, compensation, recruitment, training, benefits administration and the like. Manages, directs and coordinates the human resources activities through subordinate functional managers. Analyzes cost effectiveness of all programs and is responsible for budgeting and manpower planning. Develops and recommends policies and practices in accordance with company goals. Advises management of industry trends and legislative changes affecting human resources programs. Acts as company liaison in dealing with governmental agencies and other outside entities.	Bachelor's degree in Business, Human Resources or related field or equivalent experience	8+ years	10+ years

FOOD SERVICES JOB FAMILIES

JOB FUNCTION AND JOB CODE(S): 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. Position may occasionally require significant lifting or other physical exertion.	Basic reading, writing and math skills	3+ months	3+ months

JOB FUNCTION AND JOB CODE(S): 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. Position may occasionally require significant lifting or other physical exertion.	Basic reading, writing and math skills	None	3+ months

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JOB FUNCTION AND JOB CODE(S): 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. Position may occasionally require significant lifting or other physical exertion.	Basic reading, writing and math skills	3+ months	3+ months

JOB FUNCTION AND JOB CODE(S): 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, and 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. Position may occasionally require significant lifting or other physical exertion.	Basic reading, writing and math skills	3+ months	5+ months

JOB FUNCTION AND JOB CODE(S): 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

JOB FUNCTION AND JOB CODE(S): 3045 - Sous Chef

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
3045	Single level	Assists in planning, organizing, and coordinating all food and meals served at the facility. May manage the department and staff in the absence of the Executive/Head Chef. A supervisor is the lowest, or most-junior, management position. It is a step above lead (Accounting Supervisor is senior to Lead Accounting Specialist), but below Manager. A supervisor is responsible for the day-to-day performance of a small group. It may be a team, or a shift. The supervisor has experience in what the group does, but is not necessarily better at it than everyone he/she supervises. The supervisor's job is to guide the group toward its goals, see that all members of the team are productive, and resolve problems as they arise. There are no budgetary responsibilities with a supervisory position. Supervisors are not responsible for hiring/firing or performance appraisals.	Basic reading, writing and math skills	2 years	3+ years

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JOB FUNCTION AND JOB CODE(S): 3065 - Executive/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. May be required to perform food inventory for accounting purposes. Oversees general housekeeping of kitchen and food preparation areas. Responsible for the employment, training, and supervision of kitchen and wait staff.	Basic reading, writing and math skills. Bachelor's degree.	3+ years	4+ years

JOB FUNCTION AND JOB CODE(S): 3273 - Dietician - Site

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
3273	Single level Site	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

JOB FUNCTION AND JOB CODE(S): 3283 - Dietician - Region

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
3283	Single level Region	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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JOB FUNCTION AND JOB CODE(S): 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

JOB FUNCTION AND JOB CODE(S): 3365 - Food Services Supervisor

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
3365	Supervisor	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

JOB FUNCTION AND JOB CODE(S): 3376 - Dining Room Manager

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
3376	Manager	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

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2020 Compensation Survey



JOB FUNCTION AND JOB CODE(S): 3477 - Dining and Food Services Manager - Site

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
3477	Manager Site	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's degree or equivalent experience	2+ years	4+ years

JOB FUNCTION AND JOB CODE(S): 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	Manager/ Director Region	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's degree or equivalent experience	3+ years	5+ years

JOB FUNCTION AND JOB CODE(S): 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	Manager/ Director Region	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's degree or equivalent experience	6+ years	8+ years

ACCOUNTING / FINANCE JOB FAMILIES

JOB FUNCTION AND JOB CODE(S): **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.

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	None	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

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JOB FUNCTION AND JOB CODE(S): 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's 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 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.	Bachelor's degree in Accounting, a related field or equivalent experience	2+ years	3+ years
4023	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's degree in Accounting, a related field or equivalent experience	4+ years	5+ years
4024	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 Master's 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's degree in Accounting, a related field or equivalent experience	6+ years	8+ years

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JOB FUNCTION AND JOB CODE(S): 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
4052	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
4053	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

JOB FUNCTION AND JOB CODE(S): 4097 - Payroll Supervisor

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
4097	Supervisor	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's degree in Accounting or equivalent experience	4+ years	5+ years

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JOB FUNCTION AND JOB CODE(S): 4098 - Payroll Manager

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
4098	Manager Level One	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's degree in Accounting, Business Administration or equivalent experience	5+ years	7+ years

JOB FUNCTION AND JOB CODE(S): 4099 - Payroll Director

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
4099	Manager Level Two	Manages the overall corporate payroll functions including, payroll processing, payroll taxes, reviewing and revising policies and procedures, as well as internal controls, system review and upgrade. Maintains necessary vendor relationships and compliance. Ensures payroll tax payments are in compliance with applicable federal, state and local tax laws. Reconciles payroll related general ledger accounts. Manages staff through subordinate managers including: assigning work, monitoring performance and building functional teams.	Bachelor's degree in Accounting, Business Administration or equivalent experience	6+ years	8+ years

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JOB FUNCTION AND JOB CODE(S): 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's 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's 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's 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.	Bachelor's degree, Master's degree preferred in Finance, related field, or equivalent experience	5+ years	8+ years

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JOB FUNCTION AND JOB CODE(S): 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's degree in Accounting or equivalent experience	4+ years	5+ years

JOB FUNCTION AND JOB CODE(S): 4288 - Accounting/Finance Manager – First Level

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's degree in Accounting or equivalent experience	5+ years	6+ years

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JOB FUNCTION AND JOB CODE(S): 4289 - Accounting/Finance Manager – Second Level

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
4289	Manager Level Two	Plans, directs and coordinates 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. Prepares annual budget and forecasts. Maintains records to meet legal and tax requirements and to measure inputs and outcomes of operations. Prepares monthly and annual financial reports.	Bachelor's or Master's degree in Business Admin or related field or equivalent experience	6+ years	7+ years

JOB FUNCTION AND JOB CODE(S): 4498 - Controller

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
4498	Manager/Director	Reviews and approves the design and implementation of all financial systems and enhancements. Implements policies and procedures relating to budgets, operations, control and analysis for capital and operating activities to ensure structure and direction. Interfaces with independent outside auditors and auditors from state and local agencies. Directs work associated with tax compliance and planning. Identifies areas of concern where costs are inconsistent with resources and implements changes to correct these concerns. Through lower level managers, oversees financial functions such as Cost Accounting, Accounts Payable/Receivable, Payroll, etc. Excludes such positions as General Accounting Supervisor/Manager, Cost Accounting Supervisor/Manager, Payroll Supervisor/Manager, etc. This position excludes those involved in the day-to-day work duties required to achieve overall functioning of the company's financial systems.	CPA or MBA in Accounting or Finance or related field or equivalent experience is required	6+ years	7+ years

HOUSEKEEPING JOB FAMILIES

JOB FUNCTION AND JOB CODE(S): **4511, 4512, 4514 - Housekeeper**

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
4511	Entry	Responsible for maintaining the cleanliness of the facility. Cleans residents' rooms, some common areas and bathrooms. Dusts, vacuums, sweeps and mops. May clean dining area, employee lounges, and staff offices. Washes and waxes floors. Prepares rooms for move-in as assigned. Changes linens/makes beds.	Basic reading, writing and math skills	1 month	6 months
4512	Intermediate	Cleans residents' rooms, some common areas and bathrooms. Dusts, vacuums, sweeps and mops. May clean dining area, employee lounges, and staff offices. Washes and waxes floors. Prepares rooms for move-in as assigned. Changes linens/makes beds.	Basic reading, writing and math skills	6 months	1+ years
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

JOB FUNCTION AND JOB CODE(S): **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

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JOB FUNCTION AND JOB CODE(S): **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

JOB FUNCTION AND JOB CODE(S): **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

SALES / MARKETING JOB FAMILIES

JOB FUNCTION AND JOB CODE(S): **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, and customer contact. Participates in community outreach. Enters data for lead tracking. Entry level position into job family.	Bachelor's degree or equivalent experience	6 months	1+ year
5012	Intermediate	Under limited supervision, performs standard duties. Coordinates event planning and organizes lead and outreach tracking systems. Plans and coordinates community events that result in awareness, leads, and sales.	Bachelor's 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's degree or equivalent experience	3+ years	5+ years

JOB FUNCTION AND JOB CODE(S): **5077 - Sales/Marketing Director - Site**

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
5077	Director Site	Drives qualified inquiries into property and improves/maintains leasing through referrals. 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's or Master's degree or equivalent experience	5+ years	7+ years

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JOB FUNCTION AND JOB CODE(S): 5078 - Sales/Marketing Director - Region

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
5078	Director 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. Meets/exceeds leasing expectations. Manages move-ins/outs to achieve maximum revenue performance for the property. Maintains wait list. Reviews hiring, promotions, disciplinary actions and termination actions, in accordance with company policy.	Bachelor's or Master's degree or equivalent experience	7+ years	8+ years

RESIDENT SERVICES JOB FAMILIES

JOB FUNCTION AND JOB CODE(S): 6001 - Valet

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
6001	Single level	Assessment and documentation of any vehicle damage prior to taking possession. Safe operation of the customer's vehicle; in accordance with all applicable laws and ordinances. Parking of customer vehicles in designated spaces, recording location and number and safekeeping of keys and ticket. Upon request, retrieval of vehicles to the point of request and use of valet parking system devices in accordance with company policy. Make customer service, care and satisfaction the priority in every interaction, and assistance with opening of vehicle/building doors as necessary. Provide claim check and instructs guests on how to reclaim vehicle. Provide accurate and timely documentation and reports of departmental activities and status including claim checks, vehicle damage, statements, and conditions with require attention and or repair.	High School diploma. Valid driver's license.	1+ month	1+ month

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JOB FUNCTION AND JOB CODE(S): 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 driver's license.	1+ month	1+ month

JOB FUNCTION AND JOB CODE(S): 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

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JOB FUNCTION AND JOB CODE(S): **6065 - Resident Care Supervisor**

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
6065	Supervisor	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

JOB FUNCTION AND JOB CODE(S): **6066 - Resident Services Director - Site**

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
6066	Director 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's degree or equivalent experience	3+ years	5+ years

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JOB FUNCTION AND JOB CODE(S): 6067 - Resident Services Director - Region

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
6067	Director 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's degree or equivalent experience	4+ years	5+ years

JOB FUNCTION AND JOB CODE(S): 6068 - Resident Services Director - Corporate

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
6068	Director 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's degree or equivalent experience	5+ years	7+ years

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JOB FUNCTION AND JOB CODE(S): **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	6+ months

JOB FUNCTION AND JOB CODE(S): **6176 - Activities Director - Site**

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
6176	Director Site	Plans activities based on each resident's comprehensive assessment and care plan to reflect individual needs for stimulation or solace, physical, cognitive and emotional and spiritual health; to encourage self-expression, personal responsibility and choice. Works closely with residents, family members, volunteers and resident staff to determine interests. Develops and manages department budget. Direct the process of communicating with residents, staff and community via newsletters, calendars, update sheets and media coverage. Plans and coordinates resident outings and events. Develop and maintain an active volunteer program.	Basic reading, writing and math skills. May be certified as Therapeutic Recreation Specialist. A college degree or equivalent is preferred	6+ months	1+ year

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2020 Compensation Survey



JOB FUNCTION AND JOB CODE(S): 6177 - Activities Director - Region

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
6177	Director Region	For multiple sites in assigned geographic region, plans activities based on each resident's comprehensive assessment and care plan to reflect individual needs for stimulation or solace, physical, cognitive and emotional and spiritual health; to encourage self-expression, personal responsibility and choice. Develops and manages regional budget. Develops programs to uphold and improve customer satisfaction. Direct the process of communicating with residents, staff and community via newsletters, calendars, update sheets and media coverage.	Basic reading, writing and math skills. May be certified as Therapeutic Recreation Specialist. A college degree or equivalent is preferred	1+ year	1+ year

JOB FUNCTION AND JOB CODE(S): 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

JOB FUNCTION AND JOB CODE(S): 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's degree or equivalent experience	1+ year	1+ year

FACILITIES / MAINTENANCE JOB FAMILIES

JOB FUNCTION AND JOB CODE(S): **6411, 6412, 6413 - Interior Designer**

PRIMARY DUTIES AND RESPONSIBILITIES: Determines project scope for design of new or existing senior living facilities. Selects finishes, furnishings, artwork, accessories and equipment for building. Creates finish schedules, furniture & window treatment schedules and diagrams needed for contractors to perform work on site. Sends schedules out for pricing and coordinates budgeting requirements. Establishes and maintains detailed records of all specifications and quotes. Follows up on installation dates and verifies proper installation. Coordinates follow up on missing items, damaged goods and contractor punch items upon project close out post installation.

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
6411	Entry	Works with Senior Designers to determine project scope for design of new or existing senior living facilities. Assists with selection of finishes, furnishings, artwork, accessories and equipment for building. Assists with finish schedules, furniture & window treatment schedules and diagrams needed for contractors to perform work on site. Sends schedules out for pricing. Follows up on installation dates and verifies proper installation. May coordinate follow up on missing items, damaged goods and contractor punch items upon project close out post installation.	Bachelor's degree preferred	6 months - 1 year	1+ year
6412	Intermediate	Determines project scope for design of new or existing senior living facilities. Selects finishes, furnishings, artwork, accessories and equipment for building. Creates finish schedules, furniture & window treatment schedules and diagrams needed for contractors to perform work on site. Sends schedules out for pricing and coordinates budgeting requirements. Establishes and maintains detailed records of all specifications and quotes. Follows up on installation dates and verifies proper installation. Coordinates follow up on missing items, damaged goods and contractor punch items upon project close out post installation.	Bachelor's degree preferred. National Council for Interior Design Qualification is preferred	1 - 4 years	4+ years
6413	Career	Works in all phases of a project from planning/concept through to construction administration. Extensive knowledge in drawing preparations, product resource organization, and knowledge of CAD documentation. Determines project scope for design of new or existing senior living facilities. Selects finishes, furnishings, artwork, accessories and equipment for building. Creates finish schedules, furniture & window treatment schedules and diagrams needed for contractors to perform work on site. Sends schedules out for pricing and coordinates budgeting requirements. Establishes and maintains detailed records of all specifications and quotes. Follows up on installation dates and verifies proper installation. Coordinates follow up on missing items, damaged goods and contractor punch items upon project close out post installation.	Bachelor's degree preferred. National Council for Interior Design Qualification is preferred	4+ years	5+ years

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2020 Compensation Survey



JOB FUNCTION AND JOB CODE(S): **6418 - Interior Design Manager**

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
6418	Manager	Responsible for managing the day-to-day production on specific projects to meet deadlines accurately. Develop construction plans, assist in evaluating and selecting architectural, preferred. National construction and engineering contractors and coordinate the work of the project and designs teams, as well as the numerous contractors who contribute to facilities projects. Reviews shop drawings, project submittals, etc. for documenting compliance, documenting code review and compliance, communicating and coordinating with management, clients, consultants and contractors related to daily business operations. Delivers, manages & completes, accurate and coordinated project plans, specifications and construction documents within time and budget parameters.	Bachelor's degree Council for Interior Design Qualification is preferred	5+ years	7+ years

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2020 Compensation Survey



JOB FUNCTION AND JOB CODE(S): 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	None	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

JOB FUNCTION AND JOB CODE(S): 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 grounds keeping 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 other assigned areas.	Basic reading, writing and math skills	6+ months	1+ year

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2020 Compensation Survey



JOB FUNCTION AND JOB CODE(S): 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	None	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

JOB FUNCTION AND JOB CODE(S): 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 communication skills 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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2020 Compensation Survey



JOB FUNCTION AND JOB CODE(S): 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

JOB FUNCTION AND JOB CODE(S): 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's degree or equivalent experience	2+ years	2+ years

JOB FUNCTION AND JOB CODE(S): 6786 - General Maintenance Director - Site

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
6786	Director 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's degree or equivalent experience	3+ years	5+ years

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2020 Compensation Survey



JOB FUNCTION AND JOB CODE(S): 6787 - General Maintenance Director - Region

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
6787	Director - 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's degree or equivalent experience	5+ years	6+ years

JOB FUNCTION AND JOB CODE(S): 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

JOB FUNCTION AND JOB CODE(S): 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's degree or equivalent experience	5+ years	6+ years

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JOB FUNCTION AND JOB CODE(S): **6966 - Facilities Construction Manager**

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
6966	Manager	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's degree in Civil Engineering or related field or equivalent experience	5+ years	6+ years

HEALTHCARE / HOSPICE JOB FAMILIES

JOB FUNCTION AND JOB CODE(S): **7011, 7013, 7014 - Nurse Practitioner/Clinician/Physician’s 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.

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
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 Physician’s 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 Physician’s 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 Physician’s Assistant license.	3+ years	6+ years

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JOB FUNCTION AND JOB CODE(S): 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

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JOB FUNCTION AND JOB CODE(S): 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.

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

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JOB FUNCTION AND JOB CODE(S): 7042, 7043 - Utilization Nurse/Case Manager

PRIMARY DUTIES AND RESPONSIBILITIES: 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's 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's degree in a related scientific discipline and current Case Management Certification	3+ years	5+ years

JOB FUNCTION AND JOB CODE(S): 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 medical and medication records.	Associate degree or equivalent experience. Certified Medication Aide course required	6+ months	1+ year

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JOB FUNCTION AND JOB CODE(S): 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

JOB FUNCTION AND JOB CODE(S): 7143 - Medical Records Clerk

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7143	Single level	Creates new medical records and retrieves existing medical records by gathering appropriate record folders and contents; assigning and recording new record numbers; verifying existing record numbers; inputting and recording locations to computer; delivering records. Responsible for maintaining resident medical records and health information systems in accordance with government regulations and company policies and procedures. Collect, assemble, check and file resident charts as may be necessary. Include assisting the Medical Records Consultant/Director as needed, maintaining records and filing notes, lab reports, resident charts and other documents as required. Working knowledge of medical terminology, anatomy and physiology, legal aspects of health information, coding, and indexing.	Basic reading, writing and math skills	6+ months	2+ years

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JOB FUNCTION AND JOB CODE(S): 7148 - Medical Records Counselor/Director

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7148	Single level	Responsible for maintaining medical records in accordance with federal and state guidelines as well as in accordance with company established policies and procedures to assure that a complete medical records program is maintained. Assist in organizing, planning, implementing, evaluating and directing the medical records section in accordance with established policies and procedures. Assist in establishing procedures to be followed in the collection, coding and indexing, and the filing/retrieving of medical records, and collect, assemble, check and file resident charts. Review discharge and death records, as well as records on the nursing units. Ensure that incomplete records/charts are returned to nursing service for correction. Assist in developing procedures to ensure records are properly assembled, coded, signed, indexed, etc., before filing. In this position you will be responsible for safeguarding and protecting our resident's right to privacy by ensuring that releases of information are in compliance with the request, authorization, HIPAA, State, Federal and Company policies and regulations.	Bachelor's degree preferred	3 - 5 years	6+ years

JOB FUNCTION AND JOB CODE(S): 7153 - Risk Management Specialist

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7153	Single level	Coordinates and assists in the implementation of risk management and patient/client safety activities. Responsible for review and analysis of event reports and data to identify trends and risk reduction and performance improvement opportunities. Assist in coordinating and monitoring action plans associated with risk mitigation activities, reporting trends to departments and managers, identification of preventable versus non preventable outcomes, facilitation of multidisciplinary teams to reduce frequency of risk related incidents, assist in patient safety project initiatives and preparation of reports on risk/patient safety trend. Works collaboratively with internal teams to integrate, evaluate and implement the impact of information on the development of safe practices throughout the company achieving high reliability healthcare. Responsible for development and maintenance of policies and procedures.	RN licensure preferred. Risk Management Certification preferred. Valid driving license and proof of auto insurance	3+ years	5+ years

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JOB FUNCTION AND JOB CODE(S): 7158 - Risk Management Manager

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7158	Manager	Responsible for coordinating the processes involved in managing general liability and risk exposures for a healthcare facility. This may include analysis of the financial risks to an organization, disaster recovery planning, emergency incident management, site safety and security, patient safety, identification of required insurance coverage, and ongoing assessment of potential risks to an organization due to theft, fraud, and medical or dental provider errors. Responsible for the oversight and direction of an organization's quality assurance programs, which involve medical staff peer reviews, patient care systems enhancements, quality improvement initiatives and regulatory compliance. Investigate patient complaints and medical malpractice claims. Review medical records for liability issues. Conduct risk-management training programs. Research and report on medical and legal topics. Examine financial and other records for instances of fraud or theft. Manage lawsuits and act as a liaison for liability claims.	Bachelor of Science in Nursing (BSN), Master of Science in Nursing (MSN)	5+ years	7+ years

JOB FUNCTION AND JOB CODE(S): 7203 - MDS (Minimum Data Set) Coordinator - Site

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7203	Single level Site	Responsible for ensuring appropriate, quality care is provided to residents and accurate information is provided for the quality measures and indicators, and the billing process. Responsible for conducting and coordinating the development and completion of resident assessments, in accordance with the requirements of State, Federal and Company guidelines. Responsible for overseeing the generation of Minimum Data Set (MDS) for each Medicare patient and electronic transmission of required data within timeframe mandated by the State. Responsible for conducting RAI (Resident Assessment Instrument). Information from these assessments helps nursing home caretakers formulate individualized care plans that include support from social services, dieticians, rehab specialists and medical staff. MDS coordinators then implement and monitor these care plans to ensure their effectiveness. Monitors completion of MDSs by other disciplines within timeframes prescribed by regulatory guidelines. Advises supervisor of incomplete and/or untimely assessments by disciplines other than nursing. Ensures accurate, timely completion of the MDS/RAPs/Triggers sheet for assigned residents. Monitors and audits clinical record documentation on assigned residents to ensure accuracy and timeliness. Must be knowledgeable of general, rehabilitative and restorative nursing and medical practices, procedures, regulations and guidelines governing long-term care.	Nursing degree from an accredited college or university	Minimum of 2 years of experience as a supervisor in a hospital, nursing care community, or other related health care facility. Must have a minimum of 6 months training experience in rehabilitative and restorative nursing practices.	2+ years

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JOB FUNCTION AND JOB CODE(S): **7204 - MDS (Minimum Data Set) Coordinator - Region**

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7204	Single level Region	Oversees quality improvement and compliance programs for assigned communities. Monitors compliance and established procedures to reduce identified problem areas. Trains and educates MDS Coordinators, interdisciplinary team and administrative associates regarding required laws, regulations, and guidelines of the company, state, and federal programs. Supports communities through a variety of auditing and educational means; educates and provides resources to the communities on a day to day basis. Daily on- Site consultation to assigned centers and completion of site visit report. Creating and maintaining a partnership with the interdisciplinary team (Administrator, MDS Coordinator, Therapy department, marketing) Coordinates development, implementation and evaluation of plan of care. Coordinates and performs, administers or implements as needed treatments, medications or other nursing interventions as indicated by the resident plan of care or as ordered by the physician. Coordinates and provides as needed nursing care in accordance with infection control standards. Coordinates and initiates as needed emergency measures according to center policy and within standards of nursing practice. Ensures the exchange and use of essential information necessary for quality resident care. Ensures all documentation is maintained as required by Federal and State regulations and Company policy.	Degree in Nursing; BSN preferred	Minimum of 5 years experience in a healthcare management/operations role and one year recent experience as an MDS Coordinator with strong knowledge of RAI (Resident Assessment Instrument) process, PPS (Prospective Payment System) assessments and Medicare reimbursement.	6+ years

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JOB FUNCTION AND JOB CODE(S): 7206 - Staffing Coordinator

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7206	Single level	Develops work schedules and daily assignment sheets for the Nurses, PALs (Personnel Assistant Liaison), Private PALs and Escorts. Reviews and obtains approval of schedules and daily assignment sheets. Contacts staff or post open shift notices to arrange coverage for call outs, scheduled time off, open shifts or leave of absence time off. Timely communicates any changes to schedules or daily assignment sheets. Tracks and reports status on open positions. Assists in scheduling departmental in- Service training of new staff. Actively supports good health and safety practices within area of responsibility. Knows and follows established facility wide health and safety procedures and rules. Maintains safe work area through good housekeeping and keeping safety equipment in good working condition. Actively participates in health and safety training, and demonstrate competency based on training received. Actively participates in accident, injury and illness prevention activities. Identifies and corrects hazards and unsafe conditions. Participates in accident investigations. Brings health and safety issues, unsafe acts and safety suggestions to management's attention or corrects those if possible.	High School diploma	6+ months	2+ years

JOB FUNCTION AND JOB CODE(S): 7265 - Nursing Shift Supervisor

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7265	Supervisor	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's degree or equivalent experience. RN license preferred	2+ years	2+ years

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JOB FUNCTION AND JOB CODE(S): 7267 - Director of Nursing Services

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7267	Director	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's degree or equivalent experience. RN license preferred	4+ years	5+ years

JOB FUNCTION AND JOB CODE(S): 7268 - Medical Director (MD)

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7268	Director	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

JOB FUNCTION AND JOB CODE(S): 7287 - Health Care Manager - Region

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7287	Manager Region	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's degree or equivalent experience. RN license preferred	3+ years	3+ years

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JOB FUNCTION AND JOB CODE(S): 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

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JOB FUNCTION AND JOB CODE(S): 7307 – Dementia Personal Care Supervisor

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7307	Supervisor	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 degree or equivalent from two-year college or technical school	1+ year	3+ years

JOB FUNCTION AND JOB CODE(S): 7308 – Dementia Personal Care Manager

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7308	Manager	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's degree or equivalent experience	3+ year	4+ years

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JOB FUNCTION AND JOB CODE(S): 7401 - Home Health Aide

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7401	Single level	Assists patients with personal care needs (bathing, mouth care, shampoo and hair care, transferring, dressing and undressing and ambulation) and selected housekeeping and therapy services to patients in their home. Plans and prepares nutritious meals and assists in feeding patients. Assists with basic activities and daily living needs of patients. Measures and records patient's temperature, pulse, respiration and blood pressure when ordered and/or directed by the RN, therapist, Clinical Manager or personal care plan. Works with other highly skilled clinicians through a multi- or interdisciplinary team approach. Must have reliable transportation, car insurance and a good driving record. In most cases works directly and only with one patient.	Current HHA license/certification	6 months	1+ years

JOB FUNCTION AND JOB CODE(S): 7402 - Certified Nurse's Assistant/Aide

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7402	Single level	Handles and serves residents in a manner conducive to their safety and comfort, under the direction of a licensed nurse. CNA generally responsible for care of a group, a floor, a room of a room of several patients. Performs all duties in accordance with established methods, techniques and recognized standards. Assists licensed nurses in admitting, admitting assessments, discharging, transferring and caring for the residents' personal belongings. Coordinates scheduling for residents requiring OT, PT and ST. Takes and records weights, blood pressures, temperatures, pulse and respiration and gives skin care treatments, as permitted by state regulation. Applies simple clean dressings, slings, stockings and support bandages, under direction of the licensed nurse, by state regulation. Provides direct care to the more acutely ill residents. Obtains clean linens and supplies; cleans utility rooms, kitchen areas and all other nursing areas, as assigned. Cleans resident equipment & maintains clean resident conditions and reports on resident status or family concerns to a licensed nurse. Receives and escorts visitors; collects charts, records and reports.	Must be certified with State as CNA	6 months	1+ years

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JOB FUNCTION AND JOB CODE(S): 7501 - Pharmacy Technician

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7501	Single level	Responsible for typing labels for medications issued by the hospital pharmacy. Assists pharmacists to perform routine duties. Receives written prescriptions and medication requests after being reviewed by the pharmacist and types labels. Unpacks and stores supplies, verifies items received against invoices. Maintains stock and supplies in dispensing areas. Delivers supplies to various hospital departments; maintains records showing their disposition. Maintains good relationship with visitors, patients, members of medical and nursing staff and other departments. Performs related duties as requested.	High school graduate or equivalent experience	6 months	1+ years

JOB FUNCTION AND JOB CODE(S): 7508 - Pharmacist

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7508	Single level	Compounds, prepares and mixes, manufactures and dispenses medicines and preparations. Performs assay and quality control tests. Assists in training student pharmacists by reviewing work and by answering questions. Answers questions regarding drugs for professional and non-professional medical staff and patients. Prepares stock solutions, replenishes shelf stock after applying labels and pricing stock. Maintains narcotic and hypnotic records. Sells items over -the-counter and may supervise subordinate personnel. May do IV additives and unit doses. Performs related duties as requested. EXCLUDES: Senior and Chief Pharmacists or those functioning as a Department Head.	Education necessary to meet state licensure requirements.	1 - 2 years	4+ years

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2020 Compensation Survey



JOB FUNCTION AND JOB CODE(S): **7561 - Physical Therapy Aide**

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7561	Single level	The Physical Therapy Aide is a technical worker who assists with physical therapy treatments and related duties as assigned by the Physical Therapist under their direct, on-premises supervision. Typically a nonexempt position.	High school graduate or equivalent. Completion of on-the-job orientation and training program as a Physical Therapy Aide.	6 months	1+ years

JOB FUNCTION AND JOB CODE(S): **7562 - Physical Therapist**

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7562	Single level	Plans and administers treatments for debilities, injuries and diseases through massage, exercise, hydrotherapy, heat therapy, etc., in accordance with a doctor's prescription. Directs and aids patients in exercises and functional training using various devices and equipment. Determines the appropriate need for, and administers, standard diagnostic and prognostic examination or muscle, nerve, joint and functional ability. Provides for implementation of proper treatment program and periodic re-evaluation of program. Designs and constructs, or directs construction of specialized testing and treatment equipment. Plans treatment objectives and programs according to results of evaluation. Explains treatment objectives and methods to patients and families. Evaluates patient's response and progress and discusses with the appropriate physician. Performs related duties as requested.	Education necessary to meet licensure requirements	1 - 2 years	4+ years

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JOB FUNCTION AND JOB CODE(S): 7564 - Respiratory Therapist (Registered)

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7564	Single level	Under general supervision, provides patient care associated with deficiencies and abnormalities involved with respiration. May use medical gases, air and oxygen apparatus and assist in ventilatory control, chest physiotherapy and respiratory rehabilitation. Consults with physicians. Provides consultation, instruction and/or technical direction of medical or nursing staff. Performs tasks as described for Respiratory Technician. In addition, performs any or all of the following tasks. Confers with Medical Staff and makes recommendations on individual patient care plans. Provides technical direction of other staff as well as aiding in their training and education. Manages respiratory care of patients under intensive care (e.g. weaning) of patients from continuous ventilation. Performs arterial punctures, blood gas analyses and/or endotracheal intubations. Participates in the respiratory care of the newborn. May perform pulmonary function studies, i.e., residual capacity and closing volumes. EXCLUDES: Chief Respiratory Therapist, Respiratory Therapy Supervisors and Clinical Instructor, R.N.'s performing above duties.	Completion of a two-year approved program (i.e., A.S. or Certificate of Completion in Respiratory Therapy, leading to registration eligibility by the NBRT). Must have a valid state license.	1 - 2 years	4+ years

JOB FUNCTION AND JOB CODE(S): 7565 - Occupational Therapist

Job Number	Job Level	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience
7565	Single level	Performs working level occupational therapist job duties. Evaluates patients' needs and administers appropriate occupational therapy to preserve and improve abilities for independent function, such as range of motion, strength, tolerance, coordination, behavioral management skills, social skills, and activities of daily living. Plans and prepares treatment programs. Evaluates, fits and adjusts prosthetic, orthotic, and other adaptive and assistive devices and seating and positioning devices.	Bachelor's degree in Occupational Therapy. Must be licensed in the state of practice	1 - 2 years	4+ years

INFORMATION TECHNOLOGY JOB FAMILIES

JOB FUNCTION AND JOB CODE(S): **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 degree in Computer Science or equivalent technical training	0 - 2 years	2 - 3 years
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 degree in Computer Science or equivalent technical training	2 - 5 years	4 - 6 years

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JOB FUNCTION AND JOB CODE(S): **8131, 8132, 8133 - Systems Administrator (continued)**

Job Number	Job Level	Job Level Definition	Minimum Education	Minimum Experience	Typical Incumbent Experience
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 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.	Associate degree in Computer Science or equivalent technical training	5+ years	6+ years

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JOB FUNCTION AND JOB CODE(S): 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 degree in Computer Science or equivalent technical training	0 - 2 years	3 - 4 years
8262	Intermediate	Assists 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 degree in Computer Science or equivalent technical training	2 - 4 years	5 - 6 years
8263	Senior	Responsible for the development of system documentation and procedure manuals. 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, 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.	Associate degree in Computer Science or equivalent technical training	4+ years	6+ years

Senior Living

2020 Compensation Survey



JOB FUNCTION AND JOB CODE(S): 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 years	2 - 4 years
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 years	4 - 6 years
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+ years	6+ years

JOB FUNCTION AND JOB CODE(S): 8498 - Information Technology Manager

Job Number	Job Level	Job Level Definition	Minimum Education	Minimum Experience	Typical Incumbent Experience
8498	Manager	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, in the development and installation of information systems for planning, control, and operational purposes. Supervises the conduct of feasibility studies for systems improvement and the preparation of systems project proposals. Prepares long- Range systems projects/plans with priority recommendations. Presents proposed systems projects to higher management. 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.	Bachelor's degree in Computer Science, a related field or equivalent experience	4 - 5 years	7+ years