Many organizations use a hierarchy of position titles that follow a pattern beginning with direct service, assistants, coordinators, specialists, managers and directors. Names for this hierarchy may vary, nevertheless. Sometimes large organizations use multiple directors when there are large functional distinctions. This survey tried to use those distinctions to guide job title distinctions. To minimize the number of categories and make responding easier, distinctions between program and support staff allow for easier responding. Information Technology (IT) was separated from support staff because of its potential high cost and more standard job titles. Please attempt to align your responses following this guide. Finally, the survey asks for missing job titles to improve future survey efforts.

Position Titles in Surve	y Example Alternate Similar Titles	General Description
Administrative Staff, Director	<ul> <li>Deputy Director</li> <li>Chief Operations Officer</li> <li>Chief Executive Officer</li> <li>Executive Director</li> <li>Co-Executive Directors</li> <li>Development/Fundraising Director</li> <li>Facilities Director</li> <li>Program Vice President</li> <li>Artistic/Music/General Director</li> <li>Policy/Campaign Director</li> <li>Chief Information Officer</li> </ul>	This position, also referred to as Executive Director, Deputy Director, Vice President, directs any or all of the following: all administrative, fiscal, program, public relations, and human resource activities of the organization, planning, organizing, and controlling operations and facilities, physical plant systems, security, and custodial services to assure a safe, reliable environment for staff, visitors, volunteers and clientele. Working closely with a Board of Directors, develops and maintains the organization's mission, vision, strategic plans, and goals; manages the budget and oversees all financial reporting; implements and adheres to organizational policies and procedures and applicable state, federal, and local government regulations and requirements; serves as the primary agency spokesperson and liaison to the community and other organizations.
Administrative Staff, Manager	<ul> <li>Office Manager</li> <li>Controller</li> <li>Admin Operation Director</li> <li>Deputy Director</li> <li>Events Manager</li> <li>VP of Early Childhood         Education/Development/Prevention         &amp; Intervention/Education,         Employment &amp; Training     </li> </ul>	This position may be responsible for any of the following: day-to-day financial operations of the organization. Responsible for developing and managing accounting functions and operations, provides financial analysis and reports and provides guidance on organization's finance issues, administrative support services of an organization including reception, word processing, mail, office supplies, database maintenance, filing systems, development and implementation of office procedures, mechanisms for efficient internal and external communication, interface with vendors providing or maintaining office equipment and related activities. Typically supervises other staff.

Position Titles in Survey	Example Alternate Similar Titles	General Description
Administrative Staff, Coordinator	Executive Assistant	This position is responsible for coordinating and scheduling meetings, appointments, and travel for the Executive Director and the Board of Directors. Prepares executive correspondence, memos, reports, documents, records, and forms for the ED's signature; accepts and prioritizes phone calls; provides information to callers and visitors directing them to the appropriate agency department. Maintains official board meeting minutes including attendance, voting, and resolutions.
Administrative Staff, Specialist	Communications Specialist	This position provides a full range of administrative services to one or two managers or a larger group of staff members, depending upon the level of experience of the incumbent and the organizational structure. Incumbents are skilled with various software applications including spreadsheet, word processing, database and internet. Administrative efforts relieve supervisors and/or staff members of detailed support activities.
Administrative Staff, Assistant	Administrative Assistant Customer Service Specialist Receptionist Development Administrator	This position greets customers and clients; answers incoming telephone calls; directs callers to the proper person or department; pages persons and maintains record of caller's name and affiliation; performs general administrative duties such as typing, filing and recordkeeping.
Program Staff, Director	Director Clinical Services Director Conservation Director	This position is responsible for the direction and functioning of the program, including compliance with licensing regulations, and overall services provided to clients. Provides guidance and direction for short and long term goals.
Program Staff, Manager	Stage/Costume/Music Manager, Shelter Supervisor Construction Manager Educational Program Manager	This position is responsible for the supervision of the day- to-day activities of staff ensuring the desired outcome is in line with the agency's goals and objectives; will monitor activities, organization, and costs of the program and proceed to modify them as necessary. This position will also be the point of contact between staff, the program director and senior management; Typically requires 5 to 7 years of related experience.
Program Staff, Coordinator	Volunteer Manager/Coordinator Education Coordinator	This position is responsible for service coordination, scheduling of staff, team effectiveness, service provision, fiscal management of program and individual resources and supervision of team members. Typically requires an undergraduate degree in human services or a mental health-related field, plus two years direct service and at least six months supervision experience.

Position Titles in Survey	Example Alternate Similar Titles	General Description
Program Staff, Specialist	<ul> <li>Clinician II</li> <li>Case Manager II/Social Worker/Care Coordinator (MSW)</li> <li>Health Educator</li> <li>Community Health Worker</li> <li>Program Specialist</li> <li>Teacher</li> <li>Registered Nurse</li> <li>Attorney</li> <li>Family Support Services</li> <li>Information &amp; Referral Specialist</li> <li>Distribution Specialist</li> <li>Outreach Specialist</li> <li>Organizer</li> </ul>	This position is often responsible for providing case management, clinical consultation, guidance, quality assurance, training and therapeutic services, or legal services to consumers which may include children who experience severe emotional disturbance and/or adults who experience both a developmental and psychiatric disability. This position may include supervising junior service providers, planning, implementing, and evaluating various treatment or action plans, coordinating and collaborating with public, community, professional, and voluntary agencies. This position often requires some license or advanced degree.
Program Staff, Assistant	<ul><li>Teacher's Aide</li><li>Paralegal</li></ul>	This position supports a specialist such as a lead educator by completing administrative tasks, preparing learning aides and working with clients or students individually or in small groups. Completes other support tasks as assigned to service delivery. Typically requires high school diploma or GED and some experience and/or training working with clients or students.

Position Titles in Survey	Example Alternate Similar Titles	General Description
Program Staff, Direct Service	<ul> <li>Intake Specialist</li> <li>Outreach Worker</li> <li>Case Manager I/Social Worker/Care Coordinator (non MSW)</li> <li>Referral Coordinator</li> <li>Facilitator/Coach</li> <li>Community Health Worker</li> </ul>	These varied positions interact directly with the general public and/or clients. Examples include, but are not limited to the following:  Under general supervision, maintains and reviews applicable regulations, determines client's eligibility for services, assists and/or refers clients to other resources, and provides outreach services.  This position maybe responsible for administering a unit or sub-element of a program, which may include planning and development of activities. May locate and make use of appropriate community resources for clients and works directly with clients toward making changes in their situation. May supervise paid and volunteer staff working in the program. Under supervision, Case Managers are responsible for coordinating services on behalf of clients and their families within the home and community. Duties include crisis intervention, advocacy, treatment planning and service coordination within an interdisciplinary team framework. Position is responsible for coordinating referral appointments, sending referral forms to health records, answering phone calls, transporting patients to specific facilities, and verifying insurance information. Maintains ongoing tracking and appropriate documentation on referrals.
IT or Data Management, Director	Technical Operations Manager	This position evaluates need then designs, tests, implements, and maintains complex database management systems; installs systems and related systems software; addresses security, optimizes performance, analyzes problems, provides technical consultation and develops operational guidelines. Typically, 3-5 years of experience is required.  This position is responsible to manage a comprehensive agency-wide information technology
IT or Data Management, Manager		program to ensure ongoing effective and efficient use of computer technology and information systems. Develops and implements strategic plans for information systems. Conceptualizes, evaluates, and implements information technology strategies, plans, and priorities for a comprehensive agencywide information technology program.
IT or Data Management, Coordinator		

Position Titles in Survey	Example Alternate Similar Titles	General Description
IT or Data Management, Specialist	<ul> <li>Applications Specialist</li> </ul>	This position manages one or more databases, providing reports as requested. Reviews integrity of data. May train other staff on how to use the database, and/or input data.
IT or Data Management, Assistant		
IT or Data Management, Direct Service		This position provides moderately complex technical support and assistance to clients via email, phone, and/or other remote methods. Addresses and responds to customer inquiries on organizational products and services, including installation, operational functions, troubleshooting, and maintenance. Provides customers/coworkers with preventive maintenance and configuration recommendations to improve product usability, performance, and customer satisfaction. Documents client interactions, including details of inquiries, complaints, comments, and actions taken. Will work under moderate supervision and typically requires 1-3 years of related experience.
Miscellaneous Support, Director	<ul> <li>Finance Director</li> <li>Communications Director/Manager</li> <li>Human Resource Director/Manager</li> <li>Quality Assurance         <ul> <li>Director/Manager</li> </ul> </li> <li>Public Relations Director/Manager</li> </ul>	This top-level position is responsible for the agency's support operations such as financial, communications, human resources, and quality assurance, among others. with the goals of maximizing return on the assets, providing accurate financial statements and reports, and meeting the federal, state, and local recording and reporting obligations. May also assist the Executive Director in the evaluation of financial issues. Typically requires an undergraduate degree in Accounting or Finance plus eight to ten years of experience; CPA/CMA preferred. May be accountable for a full-range of HR activities including, but not limited to: defining, developing, and implementing human resource initiatives consistent with the organization's business plans; supporting the management team in a diverse range of issues including organizational design, recruitment, compensation program development and management, leadership development, performance management, employee relations and benefit program administration. Typically requires an undergraduate degree plus eight to ten years of experience. May be responsible for the quality management and quality improvement programs and related compliance functions. May provide interface with external partners and providers. Typically requires an undergraduate degree plus eight to ten years of experience.

Position Titles in Survey	Example Alternate Similar Titles	General Description
Miscellaneous Support, Manager	<ul> <li>Grant Administrator</li> <li>Accounting Manager</li> <li>Senior Accountant</li> <li>Payroll Manager</li> </ul>	This position manages the day-to-day operations of support services such as accounting, grants management, facilities among others. May be responsible for accounting, monitoring and analyzing accounting data and producing financial reports or statements.  This position may coordinate internal efforts to ensure grant requests and reports are complete, accurate and timely, and all compliance issues are addressed; emphasis is on service provision requirements and expenditure/budgetary elements including initial accounting structure, allocations, coding, and reconciliation; develops and maintains related policies and procedures and participates in preparation of grant proposals.
Miscellaneous Support, Coordinator		
Miscellaneous Support, Specialist	<ul> <li>Development Officer</li> <li>Major Gifts Officer</li> <li>Donor Engagement Director</li> <li>Marketing Director</li> <li>Communications Coordinator</li> </ul>	Positions may: develops resources, cultivates donors, develops marketing materials, manages social media, researches funding sources, and writes proposals to a variety of organizations, be responsible for a wide range of accounting activities related to the preparation of organization budgets, the maintenance of a complete and accurate general ledger and the resulting managerial reports and financial statements.  This position may be responsible for maintaining buildings, grounds, building mechanical systems and components efficiently and safely to support all uses and events. Systems tested and maintained include: heating, cooling, electrical, plumbing, fire detection, roof, exterior and generator. Performs moderate to complex repairs and troubleshooting on communications, electrical, mechanical, plumbing and HVAC systems. Monitors and performs preventive maintenance on systems. This position may provide cleaning and janitorial services for the organization; ensures the lobbies, bathrooms, offices and other spaces are maintained in a clean and attractive manner for clients and employees.
Miscellaneous Support, Assistant	<ul> <li>Accounting Assistant</li> <li>Bookkeeper</li> <li>Billing Coordinator</li> <li>Accounting Associate</li> </ul>	Position performs a variety of routine accounting functions following standard accounting procedures. Duties may include accounts payable and receivable functions as well preparation of payroll.