

# Job Titling Survey

Please provide your full company name.

Company:

Please provide the contact person for this survey.

Name:

## Definitions:

"Systems Title": The official job title as designated by the employer and typically captured in the organization's Human Resource Information System (HRIS).

"Working Title"\*: The operational or effective job title which may be

- a) the same as the "Systems Title",
- b) a different, typically more practical title designated by the employer, or
- c) a different title self-determined by the employee.

*\*This title would typically be displayed on the employee's business card (if they have a card) or email signature.*

1. Please describe which of the following statements best describes your organization's management of job titles.

Our firm has "Systems Titles" only. [\[Goto question 3\]](#)

Our firm has "Working Titles" only (we do not capture or maintain job titles in our HRIS system).

Our firm has "Working Titles" only (we maintain the employee's working title as their HRIS "System Title").

Our firm has both "Systems Titles" and "Working Titles" and only the "Systems Title" is maintained in our Human Resource Information System.

Our firm has both "Systems Titles" and "Working Titles" and each is maintained in our Human Resource Information System.

Our firm avoids the use of titles and most everyone is an "Associate" (or similar egalitarian phrase). [\[Goto question 3\]](#)

Other Specify [\[Goto question 3\]](#)

1a. Please select which of the following statements best describe your organization's practices regarding "Working Titles".

Our firm assigns job titles and these titles are the titles employees are permitted to display on their business cards (or other

external identification).

Our firm assigns job titles and employees are expected to have something similarly representative (but not necessarily identical) on their business cards.

Employees are allowed to establish their own working title within limits.

Employees are essentially given wide latitude in establishing their working title.

Employees can claim most any job title they want.

Other Specify

1b. Please identify which of the following statements best identify your organization's practices regarding "Working Titles".  
(Check all that apply)

Job titles are important and are designed to accurately convey the employee's level of authority and area of responsibility.

Job titles are important as they identify the hierarchy of authority within the firm.

Job titles are only important for executives and those in client-facing roles.

Job titles are only important for executives.

Job titles are only important for those in client facing roles.

Job titles are valuable tools to reward employees in the absence of other available rewards.

Job titles are important within our industry.

Job titles are unimportant and inconsistent with our organizational culture.

2. Please indicate if your organization is global (employees in multiple countries) in nature?

We have employees in multiple countries (Global). [\[Goto question 2a\]](#)

Our employees are located solely (or "almost" solely) within the United States (Domestic). [\[Goto question 2b\]](#)

2a. Is your job titling practice (for "Working Titles") consistent across the organization or are countries / divisions / groups and functions permitted to have differing practices?

Our job titling practice across the firm is globally consistent.

Our job titling practice is consistent within countries but varies across regions and countries.

Our job titling practice is mostly consistent with some few cases of flexibility.

Our job titling practice allows flexibility for regions and countries / divisions / groups / functions to make job titling decisions.

Other Specify

2b. Is your job titling practice (for "Working Titles") consistent across the organization or are divisions / groups and functions permitted to have differing practices?

Our job titling practice across the firm is consistent.

Our job titling practice is mostly consistent with some few cases of flexibility.

Our job titling practice allows flexibility for divisions / groups / functions to make job titling decisions.

Other Specify

3. Uses / Drivers of Job Titles (Check all that apply)

- Accurately convey the organizational hierarchy
- Accurately reflect the employee's role
- Attract prospective employees
- Reward current employees
- Retain current employees
- Recognize / reward employees when funds are limited
- Make employees feel better
- Support the salary structure grading system
- Determine eligibility for certain compensation programs
- Determine eligibility for certain benefit programs
- Determine eligibility for certain perquisites
- Organizational politics
- Promotion
- Reward Achievement
- Other Specify

4. For each category of employee, identify how a promotion with a change in an employee's job title is communicated:

**Employee Category**

**Method of Communication**

**If you have chosen "Other"  
Please Specify**

Executive

Director

Manager

Individual Contributor

5. Does your organization provide business cards to any employees?

Yes [[Goto question 5a](#)]

No [[Goto question 6](#)]

5a. Please identify the employees in your organization eligible to receive organization provided business cards: (Check all that apply)

- Executives
- Other Management
- Professional Non-Sales Employees
- Sales Employees
- Administrative Staff

Direct Labor

Other Specify

5b. Who approves job title use on employee business cards: (Check all that apply)

The employee's manager

Human Resources

The department manager

The CEO

A direct report to the CEO

A Vice President

There is not formal approval system

Other Specify

6. Has your organization been acquired by / merged with any other organization within the preceding 24 months?

Yes

No [[Goto question 7](#)]

6a. For organizations acquired in the last 24 months, what has been your most prevalent practice regarding titles of employees in the acquired organization?

Acquired employees are generally allowed to retain their current titles.

Acquired employees are generally allowed to retain their current titles for a short period (e.g. 12 months) but then they are moved onto the parent organization framework.

Acquired employees are quickly assigned new titles.

Other Specify

7. Please identify the most prevalent and 2nd most prevalent "working" job title at each of the following levels. Please exclude the following single incumbent job titles unless they carry an additional title (e.g. CFO/Sr VP).

Chief Operating Officer (COO)

General Counsel - Chief Legal Officer (CLO)

Chief Financial Officer (CFO)

Chief Technical Officer (CTO)

Chief Marketing Officer (CMO)

Chief Information Officer (CIO)

**Most Prevalent**

**If you have chosen "Other" Please Specify**

Direct Reports to the CEO

Direct Reports to Direct  
Reports of the CEO (2nd level  
below CEO)

3rd level below CEO

4th level below CEO

5th level below CEO

**2nd Most Prevalent**

**If you have chosen “Other” Please Specify**

Direct Reports to the CEO

Direct Reports to Direct  
Reports of the CEO (2nd level  
below CEO)

3rd level below CEO

4th level below CEO

5th level below CEO

8. Please identify the two most prevalent job titles for 1st Line Management (this is the lowest management level within your organization responsible for hire / fire) within your organization.

**Job Titles**

**If you have chosen “Other” Please Specify**

Most Prevalent

Next Most Prevalent

9. For those organizations with technical employees: Please identify the most prevalent job title for the most Senior Technical Individual Contributors within your organization.

Senior Fellow

Fellow

Senior Director

Director

Senior Principal

Principal

Senior Technologist

Senior Member of Technical Staff

Distinguished Member of Technical Staff

Member of Technical Staff

Senior Consultant

Consultant

Engineer and / or Scientist 6 (VI)

Engineer and / or Scientist 5 (V)

Engineer and / or Scientist 4 (IV)

Other Specify

Not applicable

10. Does your firm permit any of the following titles for employees in individual contributor roles? (Check all that apply)

Vice President

Director

Manager

11. If an employee in your firm accepts a position at a level lower than their present title would suggest, is the employee's system title changed to reflect their new level with your organization?

Yes

No

Not Applicable

Discretionary

12. If an employee in your firm accepts a position at a level lower than their present title would suggest, is the employee's working title changed to reflect their new level within your organization?

Yes

No

Not Applicable

Discretionary

### Criteria for Title Use

13. Do you have specific criteria that must be met before the following titles may be used (check all titles that have specific criteria):

President [[Goto question 13a](#)]

Executive Vice President [[Goto question 13b](#)]

Senior Vice President [[Goto question 13c](#)]

General Manager [[Goto question 13d](#)]

Senior Director [[Goto question 13e](#)]

Not Applicable [[Goto question End](#)]

13a. Please identify the specific criteria that must be met before an employee may use the title of President. (Check all that apply)

Senior most Executive of a Subsidiary / Group / Division

Responsible for P&L as well as R&D, Manufacturing, Sales, Purchasing

Responsible for P&L only

Responsible for Expense Management only

Runs an organization of an established, minimum size

Reports to the CEO

Other Specify

13b. Please identify the specific criteria that must be met before an employee may use the title of Executive Vice President. (Check all that apply)

Senior most Executive of a Subsidiary / Group / Division

Responsible for P&L as well as R&D, Manufacturing, Sales, Purchasing

Responsible for P&L only

Responsible for Expense Management only

Runs an organization of an established, minimum size

Reports to the CEO

Other Specify

13c. Please identify the specific criteria that must be met before an employee may use the title of Senior Vice President. (Check all that apply)

Senior most Executive of a Subsidiary / Group / Division

Responsible for P&L as well as R&D, Manufacturing, Sales, Purchasing

Responsible for P&L only

Responsible for Expense Management only

Runs an organization of an established, minimum size

Reports to the CEO

Other Specify

13d. Please identify the specific criteria that must be met before an employee may use the title of General Manager. (Check all that apply)

Senior most Executive of a Subsidiary / Group / Division

Responsible for P&L as well as R&D, Manufacturing, Sales, Purchasing

Responsible for P&L only

Responsible for Expense Management only

Runs an organization of an established, minimum size

Reports to the CEO

Other Specify

13e. Please identify the specific criteria that must be met before an employee may use the title of Senior Director. (Check all that apply)

Senior most Executive of a Subsidiary / Group / Division

Responsible for P&L as well as R&D, Manufacturing, Sales, Purchasing

Responsible for P&L only

Responsible for Expense Management only

Runs an organization of an established, minimum size

Reports to the CEO

Other Specify