



**Pearl Meyer**

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2018 Job Titling Practices  
Survey Report

## Table of Contents

Executive Summary .....	2
Participant Demographics .....	3
Job Titling Philosophy .....	5
Variability in Job Titling Practices .....	7
Uses / Drivers of Job Titles .....	9
Communication of Promotional Job Title Changes .....	11
Business Card Practices .....	13
Titling Associated with Mergers and Acquisitions .....	15
Predominant Titles	
Direct Reports to the CEO .....	17
Direct Reports to Direct Reports of the CEO .....	21
3rd Level below CEO .....	25
4th Level below CEO .....	29
5th Level below CEO .....	33
1st Line Management .....	37
Highest Level Technical Employees .....	41
Titling Practices .....	43
Criteria for Specific Title Usage .....	45
Participant Listing .....	49
About Pearl Meyer .....	52
Pearl Meyer Locations .....	53

## Executive Summary

Two hundred and nineteen organizations provided information for the Pearl Meyer 2018 Report on Job Titling Practices. A few of the highlights are summarized below.

### Job Titling Philosophy

- Over three-quarters of organizations assign working job titles and these assigned job titles or something similar is also on the employee's business card. A quarter of employees are provided some latitude in determining their external or working title.
- Over 40% of organizations found job titles to be important and expect these to convey authority and responsibility.

### Communication

- Over 86% of organizations issue an organization-wide announcement of executive promotions. In general, the higher an employee is in the organizational hierarchy, the broader the communication of promotions.
- For individual contributors, more than 43% of promotions are communicated by the manager to the employee with no further communication within the organization.

### Title Prevalence

- The most prevalent titles reporting to the CEO are Executive Vice President (35%), Senior Vice President (19%), and Division Manager (13%).
- For direct reports to direct reports of the CEO, the most prevalent title is Senior Vice President (30%), followed by Vice President (22%), followed by Director (12%).

### Titling Practices

- Many organizations report using traditional people management titles for employees in individual contributor roles including Manager (82%), Director (55%), and Vice President (43%).

Our thanks to all of the organizations who contributed information to this report.

# Job Titling Practices Survey

Participant Demographics	Firm Size (Revenue / Assets / Operating Budget)					
	Total					
	All Firms	Under \$300 million	\$300 million to less than \$1 billion	\$1 billion to less than \$3 billion	\$3 billion to less than \$10 billion	\$10 billion or greater
<b>Number of Firms Reporting</b>	219	43	54	42	37	41
<b>Form of Ownership</b>						
Publicly Held; For Profit	42.9%	14.0%	22.2%	57.1%	54.1%	75.6%
Closely Held; For Profit	2.3%	4.7%	3.7%		2.7%	
Privately Held; For Profit	38.2%	65.1%	38.9%	31.0%	32.4%	22.0%
Tax Exempt or Government Chartered, including 501(c)(3), FFRDC	16.6%	16.3%	35.2%	11.9%	10.8%	2.0%
<b>Revenue / Assets / Operating Budget</b>						
Under \$100 million	11.1%	55.8%				
\$100 million to less than \$300 million	8.8%	44.2%				
\$300 million to less than \$1 billion	24.9%					
\$1 billion to less than \$3 billion	19.4%					
\$3 billion to less than \$10 billion	17.1%					
\$10 billion to less than \$20 billion						
\$20 billion to less than \$30 billion						
\$30 billion or more						

# Job Titling Practices Survey

Uses / Drivers of Job Titles	Firm Size (Revenue / Assets / Operating Budget)					
	Total	Under \$300 million	\$300 million to less than \$1 billion	\$1 billion to less than \$3 billion	\$3 billion to less than \$10 billion	\$10 billion or greater
Number of Firms Reporting	219	43	54	42	37	41
<b>Uses / Drivers of Job Titles (Check all that apply)</b>						
Accurately convey the organizational hierarchy	77.0%	68.3%	69.8%	87.5%	86.1%	78.0%
Accurately reflect the employee's role	94.4%	97.6%	92.5%	95.0%	97.2%	90.2%
Attract prospective employees	40.4%	36.6%	28.3%	47.5%	52.8%	45.0%
Reward current employees	19.2%	9.8%	13.2%	25.0%		
Retain current employees	26.8%	22.0%	22.6%			
Recognize / reward employees when funds are limited	8.0%	9.8%				
Make employees feel better	14.6%					
Support the salary structure grading						
Determine eligibility for programs						
Determine						

## About Pearl Meyer

Pearl Meyer is the leading advisor to Boards and senior management on the alignment of compensation with organizational and leadership strategies, making pay programs a powerful catalyst for value creation and competitive advantage. Our survey team provides organizations with accurate, on-point information supporting effective business decisions. Pearl Meyer's global clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private companies to the Fortune 500 and FTSE 350. The firm has offices in New York, Atlanta, Boston, Charlotte, Chicago, Houston, London, Los Angeles, and San Jose.

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