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American Staffing Association

2009 ASA Staffing Industry Compensation Survey



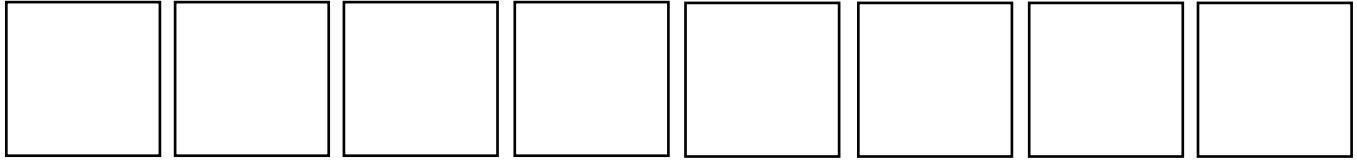
Participation Guide

Consulting. Outsourcing. Investments.

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2009 American Staffing Association

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2009 ASA Staffing Industry Compensation Survey Participation Guide



About ASA

The **American Staffing Association** promotes legal, ethical, and professional practices for the \$86 billion U.S. staffing industry. ASA members account for 85% of U.S. staffing industry sales and operate more than 15,000 offices throughout the nation. Some 2.7 million Americans go to work for U.S. staffing companies every business day.

Founded to promote flexible employment opportunities and ensure the quality of staffing services, ASA has been the voice of the U.S. staffing industry since 1966. Members provide a wide range of employment services and solutions, including temporary and contract staffing, recruiting and permanent placement, outplacement and outsourcing, training, and human resource consulting. ASA and its affiliated chapters promote the interests of the industry through legal and legislative advocacy, public relations, education, and the establishment of high standards of ethical conduct.

About the Participation Guide

This survey participation guide is designed to make data submission for the survey as easy as possible. It provides you with an overview of the survey participation process followed by instructions for completing each survey section. In addition, it provides the following reference materials:

- An explanation of each data item to be reported pages 3 - 6
- Data elements collected by position page 7
- Position list page 8
- Position descriptions pages 9 - 13

Important Dates

- Data effective date June 1, 2009
- Data submission deadline July 1, 2009
- Report publication date October 2009

Customer Service Line

If you have questions about this survey, or have questions about Mercer's other surveys or services, please call our Customer Service Line at **800 333 3070**. CSRs are available to answer questions between 8:30 am and 5:00 pm EDT, Monday through Friday.

Confidentiality

Mercer ensures all data collected in this questionnaire to be confidential. In instances where this data may be used in other survey reports, such as custom analyses, your organization name may appear in the participant list. In all cases, it is Mercer's policy to maintain the confidentiality of all data submitted during the data collection process.

Data Integrity/Exclusion Policy

Where necessary, Mercer staff will verify individual responses with participants. Mercer reserves the right to exclude data which it considers invalid, cannot be verified by the participant, or may result in a breach of confidentiality for any survey participant.

Organization Demographic Validation

Please note that all organization demographic data provided will be audited against information available in the public domain. If your submission is incomplete and/or does not align with the publicly available information we will contact you to discuss. If you fail to respond to queries or are unable to provide relevant information, Mercer reserves the right to update your submission with information available in the public domain. In all cases, you will be notified of any changes made to your submission and given an opportunity to amend.

To Participate in the Survey

To participate in the survey, complete the following steps:

- 1 Review the position descriptions in the back of this guide to determine which survey positions you will match.
- 2 Enter the requested information in the appropriate tabs of the Excel spreadsheets:
 - Organization Information
 - Position Specific Information
 - Position-Incumbent Information
 - Notes and Feedback (enter any notes about your data)
- 3 Print out the entire workbook, review carefully, and make any necessary changes.
- 4 Submit your final workbook to Mercer. Data submission options are described below.

The survey results are divided into three modules:

- Module A: Sales, Recruiting, and Customer Service
- Module B: Managers
- Module C: Directors and Vice Presidents

Data Submission

Mercer's preformatted Excel spreadsheet should be used for data submission. This spreadsheet contains embedded codes that ensure your organization and position information will be submitted properly. Submission of data using this spreadsheet will greatly increase the speed and accuracy with which Mercer can process the survey.

Once you have completed and reviewed your data, please save the file and keep a copy for your records. Completed questionnaires should be uploaded or e-mailed to Mercer no later than July 1, 2009.

There are two options for submitting your data electronically to Mercer:

1. Upload - Mercer offers the option to upload your questionnaire. Your data can be uploaded directly to Mercer via a secure Internet connection. You can access the upload site at:

<https://hcsurveys.imercer.com/US>.

2. E-mail - Alternatively, the completed questionnaire can be e-mailed to **surveys@mercer.com**. Please include your organization name and any pertinent contact information in the e-mail. Be sure to maintain a copy of the completed questionnaire for your records.

After submitting your data electronically to Mercer, an e-mail notification will be sent within 24 hours to your e-mail address confirming receipt of your questionnaire.

If you do not receive an e-mail notification from Mercer, or you have any questions, please call **800 333 3070** or send an e-mail to **surveys@mercer.com**.

Results Order Information

The survey results are not automatically sent to survey participants. To purchase the results, please utilize the website link provided after the Contact Information on the Organization Information tab or contact ASA at 703 253 2020.

2009 ASA Industry Information Committee

Steve Berchem American Staffing Association	Alexandra Karaer American Staffing Association	John Pelham Randstad North America
John Elwood Elwood Staffing Services Inc.	Joe Mackey XL Staffing Service Inc.	Nancy Wright-Whatley VantagePoint Staffing Solutions Inc.
Darrin Englebert Manpower Inc.	Dan McNulty QPS Cos. Inc.	Bill Yoh Yoh Group
James Essey TemPositions Group of Cos.	Carolyn Palmer Kelly Services Inc.	

Organization Information

Definitions of some of the data items collected are incorporated within the Organization Information tab in the Excel workbook. Additional information is provided below.

Organization Name, Address - Enter the requested information in the blanks provided.

Individual Supplying Information - Provide the name, title, telephone and fax numbers, and e-mail address of the person responsible for submitting the survey data and to whom all data questions should be addressed.

Results Order Information - Please place all orders through ASA at the following website:

<https://americanstaffing.net/commerce/orderform.cfm>

Visit americanstaffing.net and click on Products & Publications and then Place an Order.

Position Specific Information

For your convenience, survey position codes and titles are preprinted on the Position Specific Information tab in the Excel workbook. Definitions of each data item collected by position are provided below.

Turnover by Position - Please enter the estimated turnover percentage in fiscal year 2008 for each position. Use the following formula to calculate turnover:

- 1 Compute the mean (average) headcount for 2008.
(beginning of year headcount + end of year headcount) ÷ 2 = mean headcount
- 2 Divide the total number of terminations/separations (defined as all incumbents leaving the organization for any reason) by the mean headcount and multiply by 100.
(number terminations/separations ÷ mean headcount) x 100

Components of Total Cash Compensation Paid - Indicate for each survey position which of the following total cash compensation components is paid: base pay, bonus/incentive (non-commission), commission, and override.

- 1 = Yes
2 = No

Base Pay - Fixed compensation, excluding overtime or any other pay element, paid to an incumbent on a regular basis.

Bonus/Incentive (non-commission) - A discretionary direct cash payment to an incumbent based on performance. This payment is intended to serve as a motivation to increase output.

Position Specific Information

Commission - A pre-established direct cash payment made to an incumbent as an incentive for sales of products or services, usually calculated as a percentage of sales or profit.

Override - A commission paid to an executive for sales by an incumbent under the executive's direction.

Components of Total Cash Compensation Percentages - Please provide approximate percentages for each of the following total cash compensation components: base pay, bonus/incentive (non-commission), commission, and/or override. Please use the percentages that are most representative of the position for fully competent incumbents. Please note that the sum of the percentages should total 100% for each position (e.g., base = 50%, bonus/incentive (non-commission) = 20%, commission = 25%, override = 5%).

Components of Commission - If commissions are paid, please enter the approximate percentages for each of the following commission components: sales, gross margin, and/or other. Please use the percentages that are most representative of the position for fully competent incumbents. Please note the sum of the percentages should total 100% for each position (e.g., sales = 60%, gross margin = 30%, and other = 10%). If a percentage is entered for other, please describe.

Commission Plans Description - Please describe your commission plan for each position, if applicable, in the space provided. **Example:** "Commission is 5% of net sales; commission is 2% of gross profit up to \$2 million and 5% of gross profit over \$2 million; commission is 4% of gross profit that exceeds three times base salary and 8% of gross profit that exceeds six times base salary."

Bonus/Incentive (non-commission) Plans Performance Measures - Please indicate which performance measures are used to determine bonus/incentive (non-commission) payouts. Performance may be measured at the individual, branch, area, regional, or national level as appropriate for the position. Enter all that apply (e.g., 1,2,4).

1 = Target sales

2 = Target hours billed

3 = Gross margin

4 = Profit before taxes

5 = Net operating profit

6 = Reduction of operating expenses

Bonus/Incentive (non-commission) Plans Description - Please describe your bonus/incentive (non-commission) plan for each position, if applicable, in the space provided. Please include eligibility conditions and measurement criteria. **Example:** "Incentives are available to all employees in this position and are based on a percentage of gross margin and achievement of individual performance goals."

Bonus/Incentive (non-commission) Award Cycle - Please indicate how often your organization pays bonus/incentive (non-commission) for each position.

1 = Annually

2 = Semi-annually

3 = Quarterly

4 = Monthly

5 = Weekly

6 = Other

Position-Incumbent Information

Definitions of each data item collected are provided below.

Survey Position Code - Enter the survey position code to identify each position being reported. Refer to the back of this guide for a list of positions.

Your Organization's Position Title - Enter your organization's position title for this position.

Position-Incumbent Information

Incumbent Identifier - Submit a unique identifier specific to your organization for each incumbent reported. The number must be unique for each incumbent and preferably constant from year to year. Using unique incumbent identifiers consistently from year to year better identifies trends. It may be alphanumeric up to nine characters. Please do not submit Social Security numbers or employee names. Do not include dashes or other formatting.

Zip Code - Enter the five digit zip code corresponding to the area in which the incumbent works.

Position Match - Identify how closely the responsibilities of your organization's position correspond to those of the position description. Use the position match code:

1 = Your position has *less responsibility* than the position description.

2 = Your position *closely matches the responsibilities* of the position description.

3 = Your position has *greater responsibility* than the position description.

Annual Base Pay - Enter the base pay for each incumbent in this position effective as of June 1, 2009. Exclude overtime and other pay related items.

Variable Pay Eligible - Indicate if the incumbent is eligible for variable pay.

1 = Yes

2 = No

Components of variable pay include bonus/incentive (non-commission), commission, and override. Definitions of these variable pay data elements are listed beginning on page 3 of this guide.

Variable Pay Amount - Enter the amount of variable pay earned (but not necessarily paid out) in the most recently completed 12-month performance period. Do not report variable pay information if the incumbent was not variable pay eligible. Enter the amount in whole dollars. If an incumbent receives a prorated amount, please annualize.

Variable Pay Target % of Pay - Enter the percentage of annual base pay which represents the amount of variable pay to be awarded if the incumbent meets annual sales objectives.

Variable Pay Threshold % of Annual Sales Objective - Enter the minimum percentage of the **annual sales objective** at which a payout award is earned (e.g., unless an incumbent achieves at least x% of target, no payout is due). **Example:** An incumbent's annual sales target is \$1,000,000 in new business which earns him a bonus/commission of \$50,000. If the employee brings in only \$750,000 (75% of target) in new business, his bonus/commission payout will be \$37,500. However, the employee's **threshold is 50%**. So, if he brings in less than \$500,000 (50% target) in new business, he receives no bonus/commission payout.

Variable Pay Capped - Indicate if there is a predetermined upper limit to the amount of variable payout that the incumbent can earn.

1 = Yes

2 = No

Sales Responsibility of Incumbent - For positions **208, 215, 216, 217, 225, 230, 232, 325,** and **330** enter the total sales responsibility for each incumbent. Please refer to the table on page 7.

Number of Branch Offices - For positions **217, 225, 230, 232, 325,** and **330** enter the total number of branch offices for which each incumbent has responsibility. Please refer to the table on page 7.

Long-term Incentive (LTI) Eligible - Indicate whether or not this position is eligible for a long-term incentive. This refers to an incentive plan in which awards are typically related to performance against selected criteria over a period of more than one year.

1 = Yes

2 = No

Position-Incumbent Information

Certification Earned - Indicate which, if any, ASA professional certifications the incumbent has earned.

1 = CSP™ (Certified Staffing Professional™)

2 = TSC™ (Technical Services Certified™)

3 = Both CSP™ and TSC™

4 = Neither

5 = Don't know

Company Car Provided - Indicate if the incumbent is eligible for a company-provided car.

1 = Yes

2 = No

Company Car Monthly \$ Expense (Mean) - If you answered "Yes" to Company Car Provided, please provide the mean (average) monthly expense of the car. Enter in whole dollars.

Personal Car Used for Business - Indicate if the incumbent uses a personal car and they are reimbursed for business use.

1 = Yes

2 = No

Personal Car Monthly \$ Expense (Mean) - If you answered "Yes" to Personal Car Used for Business, please provide the mean (average) monthly expense of the car. Enter in whole dollars.

Company Cell Phone Provided - Indicate if your company provides cell phones to incumbents.

1 = Yes

2 = No

Company Cell Phone Monthly \$ Expense (Mean) - If your company provides cell phones to incumbents, please provide the mean (average) monthly expense for the cell phone. Enter in whole dollars.

Personal Cell Phone Used for Business - Indicate if the incumbent uses a personal cell phone and is reimbursed for business use.

1 = Yes

2 = No

Personal Cell Phone Monthly \$ Expense (Mean) - If you answered "Yes" to Personal Cell Phone Used for Business, please provide the mean (average) monthly expense of the cell phone. Enter in whole dollars.

Data Elements Collected by Position

Survey Position Code	Survey Position Title	Sales Responsibility	Number of Branch Offices
Module A	Sales, Recruiting, and Customer Service		
100	Sales/Account Representative I		
105	Sales/Account Representative II		
110	Major Account Representative		
120	Recruiter - Temporary and Contract Staffing		
125	Recruiter - Permanent Placement		
130	Recruiter - Financial		
132	Recruiter - Health Care		
135	Recruiter - Technical, IT, and Scientific		
137	Senior Recruiter - Technical, IT, and Scientific		
140	Recruiter - Professional/Managerial		
150	On-Site Representative		
160	Customer Service Representative		
Module B	Managers		
204	Customer Service Manager		
208	Branch Manager	Yes	
215	Branch Manager - Technical, IT, and Scientific Staffing	Yes	
216	On-Site Manager	Yes	
217	Area Manager	Yes	Yes
225	Area Operations Manager	Yes	Yes
230	Area Operations Manager - Technical, IT, and Scientific Staffing	Yes	Yes
232	Area Sales Manager	Yes	Yes
255	Regional Service Manager		
Module C	Directors and Vice Presidents		
315	Regional Service Center Director		
320	Service Centers Vice President		
325	Area Vice President	Yes	Yes
330	Regional Vice President	Yes	Yes
335	Business Development Director		
340	National Account Director		
345	Vice President of National Account Sales		

Position List

Module A: Sales, Recruiting, and Customer Service

- 100 Sales/Account Representative I
- 105 Sales/Account Representative II
- 110 Major Account Representative
- 120 Recruiter - Temporary and Contract Staffing
- 125 Recruiter - Permanent Placement
- 130 Recruiter - Financial
- 132 Recruiter - Health Care
- 135 Recruiter - Technical, IT, and Scientific
- 137 Senior Recruiter - Technical, IT, and Scientific
- 140 Recruiter - Professional/Managerial
- 150 On-Site Representative
- 160 Customer Service Representative

Module B: Managers

- 204 Customer Service Manager
- 208 Branch Manager
- 215 Branch Manager - Technical, IT, and Scientific Staffing
- 216 On-Site Manager
- 217 Area Manager
- 225 Area Operations Manager
- 230 Area Operations Manager - Technical, IT, and Scientific Staffing
- 232 Area Sales Manager
- 255 Regional Service Manager

Module C: Directors and Vice Presidents

- 315 Regional Service Center Director
- 320 Service Centers Vice President
- 325 Area Vice President
- 330 Regional Vice President
- 335 Business Development Director
- 340 National Account Director
- 345 Vice President of National Account Sales

Position Descriptions

Module A: Sales, Recruiting, and Customer Service

100 Sales/Account Representative I

Minimum one year experience. Sells to assigned clients and develops prospective clients. Accounts typically are of moderate size. Responsibilities include selling directly to current clients, developing prospective clients, maintaining records and documenting sales calls, and understanding fundamental aspects of the operating system. College degree preferred. Reports to the Branch Manager. This position may also be titled as Staffing Coordinator.

105 Sales/Account Representative II

Minimum three years experience. Sells to assigned clients and develops prospective clients. Accounts typically are of moderate size. Responsibilities include selling directly to current clients, developing prospective clients, maintaining records and documenting sales calls, and understanding fundamental aspects of the operating system. College degree preferred. Reports to the Branch Manager. This position may also be titled as Staffing Coordinator.

110 Major Account Representative

Minimum five years experience. Sells to high-dollar value clients and develops large prospective clients. Responsibilities include selling directly to current clients, developing prospective clients, maintaining records and documenting sales calls, and understanding fundamental aspects of the operating system. College degree preferred. Reports to the Branch Manager.

120 Recruiter - Temporary and Contract Staffing

Identifies candidates for temporary or contract staffing positions through recruiting, pre-screening, interviewing, and pre-employment testing to build an inventory of qualified potential employees to fulfill current and projected customer needs. Performs reference checks. Ensures compliance with all legal aspects of the recruiting function. May attend job fairs and local professional and association meetings. Is involved with the development and placing of classified advertisements. Ensures high degree of customer satisfaction by interpreting, developing, and executing work plans to satisfy customer staffing requirements. Performs appropriate follow-up. Requires a minimum of one year of relevant experience and/or a college degree. Reports to the Branch Manager.

125 Recruiter - Permanent Placement

Identifies candidates for permanent placement positions through recruiting, pre-screening, interviewing, and pre-employment testing to build an inventory of qualified potential employees to fulfill current and projected customer needs. Performs reference checks. Ensures compliance with all legal aspects of the recruiting function. Assists the sales function by making calls to existing and potential customers. May attend job fairs and local professional and association meetings. Is involved with the development and placing of classified advertisements. Ensures high degree of customer satisfaction by interpreting, developing, and executing work plans to satisfy customer staffing requirements. Performs appropriate follow-up. Requires a minimum of one year of business experience and/or a college degree. May report to Branch Manager. If employee recruits both temporary/contract and permanent placement candidates, match to this position.

130 Recruiter - Financial

Identifies candidates for financial positions (temporary, contract, or permanent) through recruiting, pre-screening, interviewing, and pre-employment testing to build an inventory of qualified potential employees to fulfill current and projected customer needs. Performs reference checks. Ensures compliance with all legal aspects of the recruiting function. Assists the sales function by making calls to existing and potential customers. May attend job fairs and local professional and association meetings. Is involved with the development and placing of classified advertisements. Ensures high degree of customer satisfaction by interpreting, developing, and executing work plans to satisfy customer staffing requirements. Performs appropriate follow-up. Requires a minimum of one year of business experience and/or a college degree. May report to Branch Manager.

Position Descriptions

Module A: Sales, Recruiting, and Customer Service

132 Recruiter - Health Care

Identifies candidates for licensed health care positions (temporary, contract, or permanent) through recruiting, pre-screening, interviewing, and pre-employment testing to build an inventory of qualified potential employees to fulfill current and projected customer needs. Performs reference, credential, and background checks. Ensures compliance with all legal aspects of the recruiting function. Assists the sales function by making calls to existing and potential customers. May attend job fairs and local professional and association meetings. Is involved with the development and placing of classified advertisements. Ensures high degree of customer satisfaction by interpreting, developing, and executing work plans to satisfy customer staffing requirements. Performs appropriate follow-up. Requires a minimum of one year of business experience and/or a college degree. May report to Branch Manager.

135 Recruiter – Technical, IT, and Scientific

Identifies candidates for entry- to mid-level IT, engineering, science, or technical positions (temporary, contract, or permanent) through recruiting, pre-screening, interviewing, and pre-employment testing to build an inventory of qualified potential employees to fulfill current and projected customer needs. Performs reference checks. Ensures compliance with all legal aspects of the recruiting function. Assists the sales function by making calls to existing and potential customers. May attend job fairs and local professional and association meetings. Is involved with the development and placing of classified advertisements. Ensures high degree of customer satisfaction by interpreting, developing, and executing work plans to satisfy customer staffing requirements. Performs appropriate follow-up. Requires a minimum of one year of business experience and/or a college degree. May report to Branch Manager.

137 Senior Recruiter – Technical, IT, and Scientific

Identifies candidates for high-level IT, engineering, science, or technical positions (temporary, contract, or permanent) through recruiting, pre-screening, interviewing, and pre-employment testing to build an inventory of qualified potential employees to fulfill current and projected customer needs. Performs reference checks. Ensures compliance with all legal aspects of the recruiting function. Assists the sales function by making calls to existing and potential customers. May attend job fairs and local professional and association meetings. Is involved with the development and placing of classified advertisements. Ensures high degree of customer satisfaction by interpreting, developing, and executing work plans to satisfy customer staffing requirements. Performs appropriate follow-up. Requires a minimum of three years of business experience and/or a college degree. May report to Branch Manager.

140 Recruiter - Professional/Managerial

Identifies candidates for professional or managerial positions (temporary, contract, or permanent) through recruiting, pre-screening, interviewing, and pre-employment testing to build an inventory of qualified potential employees to fulfill current and projected customer needs. Performs reference checks. Ensures compliance with all legal aspects of the recruiting function. Assists the sales function by making calls to existing and potential customers. May attend job fairs and local professional and association meetings. Is involved with the development and placing of classified advertisements. Ensures high degree of customer satisfaction by interpreting, developing, and executing work plans to satisfy customer staffing requirements. Performs appropriate follow-up. Requires a minimum of two years of business experience and/or a college degree. May report to Branch Manager.

150 On-Site Representative

Works at client site and is responsible for recruiting and maintaining an inventory of qualified temporary and contract employees, filling client's orders, completing documentation required by the customer, and handling employee relations issues of the temporary and contract workforce. Performs administrative tasks. May report to Branch Manager or On-Site Manager.

Position Descriptions

Module A: Sales, Recruiting, and Customer Service

160 Customer Service Representative

Maintains inventory of qualified temporary and contract employees, fills orders, and completes required company documentation. Responsibilities include identifying temporary staffing needs, recruiting prescreening applications, filling orders, and handling client inquiries or problems. Additional responsibilities may include telemarketing, participating in sales calls as requested and assisting with payroll data. Requires a minimum of one year of business experience and/or a college degree. May report to Branch Manager. This position may also be titled as Account Coordinator.

Module B: Managers

204 Customer Service Manager

Manages the daily internal operations of a single profit center and supervises inside staff. Ensures adherence to established office procedures and the provision of quality service. Has service and operations responsibilities only (no sales). Requires a minimum of two years staffing or office management experience. Works under general supervision.

208 Branch Manager

Manages all phases of branch operations. Responsibilities include staffing (including recruitment and training), development of business opportunities such as targeting large clients, establishment and maintenance of key client relationships, monitoring and delivery of customer service, advertising and public relations (including the development of industry and brand awareness), understanding of company operations, setting of client rates, and assistance with budget planning. Requires a minimum of two to four years business experience with two years experience in direct sales. Reports to Area Manager or Area Vice President.

215 Branch Manager – Technical, IT, and Scientific Staffing

Manages all phases of branch operations related to recruiting, sourcing, and placing candidates for IT, engineering, science, or technical positions (temporary, contract, or permanent). Responsibilities include staffing (recruitment and training), development of business opportunities such as targeting large clients, establishment and maintenance of key client relationships, monitoring and delivering of customer service, advertising and public relations (including the development of industry and brand awareness), understanding of company operations, setting of client rates, and assistance with budget planning. Requires a minimum of two to four years of business experience, two years experience in direct sales, and familiarity with technical staffing. Reports to Area Manager or Area Vice President.

216 On-Site Manager

Works at client site and is responsible for recruiting and maintaining an inventory of qualified temporary and contract employees, filling client's orders, completing documentation required by the customer, and handling employee relations issues of the temporary and contract workforce. Responsible for managing all on-site staff as well as overall profitability and management of account. Requires minimum of three years of business experience and/or a college degree. May report to Area Manager.

217 Area Manager

First management level above Branch Manager. Manages all phases of area sales and operations. Supervises two or more branches. Responsibilities include staffing (including recruitment and training), development of business opportunities (including direct sales), customer service, advertising, and public relations (including developing industry and brand awareness). Sets client rates and assists with budget planning. Requires a minimum of four years staffing service or branch operations experience. Typically reports to Area Manager or Area Vice President.

Position Descriptions

Module B: Managers

225 Area Operations Manager

Manages all phases of operations for multiple branches or assigned profit centers within a geographic area. Responsibilities include staffing (recruitment and training). Develops business opportunities and maintains key client relationships. Monitors and delivers customer service, advertising, and public relations (i.e., develops industry and brand awareness). Sets client rates and assists with budget planning. Has service and operations responsibilities only (no sales responsibility). Requires a minimum of four years staffing services or branch operations experience. May report to the Regional Service Manager.

230 Area Operations Manager – Technical, IT, and Scientific Staffing

Manages all phases of operations relating to recruiting and sourcing candidates for technical positions (IT, engineering, science) for multiple branches or assigned profit centers within a geographic area. Responsibilities include staffing (recruitment and training). Develops business opportunities and maintains key client relationships. Monitors and delivers customer service, advertising, and public relations (i.e., develops industry and brand awareness). Sets client rates and assists with budget planning. Has service and operations responsibilities only (no sales responsibility). Requires a minimum of four years technical staffing or technical branch operations experience. May report to the Regional Service Manager.

232 Area Sales Manager

Manages sales activities for multiple branches within an assigned geographic area, develops targets for sales staff, and monitors achievements. Identifies prospects, makes sales calls, prepares and delivers sales presentations, recruits and trains sales staff, gathers and organizes market information to determine sales potential, prepares sales forecasts, and develops and recommends targets to ensure that regional goals are achieved or exceeded. Requires a minimum of six years staffing or related industry sales experience.

255 Regional Service Manager

Manages the services and operations of all assigned profit centers within a geographic region. Responsible for providing leadership, management, and development to all customer service representatives, and for developing and communicating the standards by which the service delivery systems are implemented and maintained. Responsible for developing service strategies for existing and prospective accounts. Requires a minimum of five to seven years experience in the staffing industry.

Module C: Directors and Vice Presidents

315 Regional Service Center Director

Manages pay/bill processors and/or client service/collections operations. Responsibilities include ensuring accurate and timely processing of time sheets and customer billings, coordinating collections, and answering inquiries from temporary and contract employees. Requires five years experience in payroll and/or billing service center operations. Reports to Service Centers Vice President.

320 Service Centers Vice President

Top service centers executive. Plans, directs, and controls the activities of all payroll or billing centers. Manages employees directly or indirectly through others. Responsibilities include investigating, evaluating, and implementing new technologies, ensuring efficient and accurate pay/bill operations, delivering a high level of customer service, administering collections, and ensuring accurate and timely processing of temporary and contract employee paychecks. Requires ten years experience in payroll and/or billing service center operations. Typically reports directly to the Executive Vice President.

Position Descriptions

Module C: Directors and Vice Presidents

325 Area Vice President

Manages all phases of area operations. Supervises a minimum of four branch offices. Responsibilities include staffing (including recruitment and training), development of business opportunities (including direct sales to high-level accounts), advertising and public relations (including the development of industry and brand awareness), administration (must understand all operations thoroughly), setting of client rates, understanding of company financial procedures, and budget planning. Requires a minimum of five to ten years business experience in a service industry with management of multiple operating units. Reports to the Regional Vice President.

330 Regional Vice President

Manages all phases of regional operations and directs the activities of several Area Vice Presidents, each with multiple branches. Responsibilities include staffing (including recruitment and training), development of business opportunities (including direct sales to high-level accounts), advertising and public relations (including development of industry and brand awareness), administration (must understand all operations thoroughly), setting client rates, understanding of company financial procedures, and budget planning. Requires a minimum of seven to ten years of business experience in a service industry with management of multiple operating units. Reports to the Vice President Field Operations or to the President.

335 Business Development Director

All sales; no account management. Identifies prospects, and secures business opportunities to generate new revenue and meet profitability goals for a specific geographic area. Develops and implements sales strategies for new account prospects and active and inactive accounts. Works with Area and Branch Managers to plan, conduct, and follow up on sales calls. Requires college degree and five years of sales experience.

340 National Account Director

Directs and participates in national account sales activities to ensure the profitable sales growth of assigned major national accounts and prospects. Sources new accounts and grows sales to existing accounts. Develops and implements comprehensive account plans (sales, marketing, and service programs and strategies) to achieve annual national account sales or mark-up dollar objectives within assigned accounts. Responsibilities include coordinating sales and service efforts for assigned national accounts and negotiating national account contracts. Requires a minimum of five years service or national accounts sales/management experience, including at least two years in a managerial role. Reports to the Vice President of National Account Sales.

345 Vice President of National Account Sales

Top National Accounts Executive. Plans, directs, and controls the sales and support of national accounts. Responsibilities include building national sales, controlling expenses, and developing sales strategies and training programs to facilitate sales to national accounts. Responsible for hiring, terminating, and evaluating national accounts staff, and for directing their activities. Works with key field staff. Requires a minimum of ten years sales experience in a service industry plus four years management experience with multiple operating units. Typically reports directly to the President.