

The Compensation Report

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Nonprofit and Association Job Descriptions

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Accounting Assistant - A (Job # 35)

Processes a variety of accounting transactions to verify accuracy, proper calculations and amounts, inclusion of appropriate source documentation, proper budget codes and journal/ledger entry designations. Traces discrepancies through source materials, or through discussion with originating party to resolve them.

In the case of cash receipts or receivable transactions, tallies monies received, reconciles amounts against source documents and prepares back deposit slips. Account payable transactions include check preparation, signing and correspondence mailing. May perform incidental typing duties. All assignments are performed under prescribed procedures and routines which govern most situations.

Accounting Assistant - B (Job # 36)

May serve as a working leader to distribute assignments, monitor accuracy, resolve patterned discrepancies, and provide assignment instructions. Oftentimes is expected to perform the same duties as Accounting Clerk A as time permits. In addition, prepares daily journal and ledger entries; reconciles monthly bank statements and may prepare trial balances and other basic financial reports on a monthly basis.

Administrative Assistant (Job # 6)

This position normally is found at a responsible organizational level where the incumbent facilitates managerial processes and serves as an administrative coordinator for a significant program/functional area. Assignments may be performed through personal initiative or through the supervision of one or more support level employees.

Coordinates the collection, compilation, assembly and reproduction of unit projects, which are oftentimes developed by others to be completed according to scheduled times. Provides supporting services to unit managers/professionals to assist them in scheduling and completing work assignments.

Coordinates unit meetings by notifying participants of meeting dates and places, preparing agendas; assembling and distributing agenda materials. Attends meetings to take notes, draft initiatives discussed, circulating for revision/approvals.

Recruits, screens, interviews and assists in selecting all support level employees for the department/division; coordinates leave usage of support staff to maintain continuity of area projects; assists in evaluating performance and in recommending salary increases.

Works with the finance office to develop preliminary data and background information for the annual budget. Integrates data received from various sections into a single budget format for supervisor's review. Monitors monthly budget report for adherence to estimated levels, seeks out explanations for significant variances, referring questionable items to supervisor. Reviews all bills and travel vouchers.

Attends conferences and annual meeting to provide general administrative assistance to supervisor for committee and program assignments. These can range from taking minutes and preparing chairmen's reports, answering member/attendee inquiries to resolving minor problems with hotel personnel.

Administrative Secretary (Job # 4)

Supervises the immediate activities of supervisor's office and support staff, assigning tasks and establishing priorities, and facilitating the decision making process on all general operational matters within the office.

In addition to the secretarial assignments that might be performed as outlined for Secretaries A & B, this individual coordinates the follow-up, collection, compilation, assembly and reproduction of unit projects, which are oftentimes developed by other managers/professionals to be completed according to scheduled times. May provide supporting services to unit managers/professionals to assist them in scheduling and completing work assignments.

Coordinates unit meetings by notifying participants of meeting dates and places, preparing agendas; assembling and distributing agenda materials. Attends meetings to take notes, draft initiatives discussed and circulates for revision/approvals.

Reviews all bills and expense vouchers for appropriateness and budget identification. Refers travel vouchers and questionable items to supervisor, approving others for payment.

May assist in selecting support level employees for the offices; coordinate leave to maintain continuity; assist in evaluating the performance of support employees and in recommending salary increases; and provide general instruction and guidance to insure consistency, accuracy and quality of work performed.

Assistant Editor - A (Job # 66)

Responsible for preparing and writing articles, features and reports for one or more serial publications. Story ideas for articles are usually generated during discussions with supervisor. Subjects for articles and features as identified by the incumbent are subject to approval. In most cases writing assignments are limited to specific sections of the publication; or the same general subject area.

Editorial contribution can include news coverage of current events, trends and developments, as presented in news stories and articles, in conformity with format, style and editorial space allotment for any of the departments and sections of the publication.

Keeps informed of events and developments generally relating to the subjects covered; identifies subjects for articles and features; prepares and writes articles on subjects as approved. In preparing articles, gathers pertinent information through various reference sources. Determines primary and potential references on the subjects; reviews source material, including literature and technical papers; reads on the subject; obtains graphic material as appropriate to support articles and features; and consults authorities on specific subjects when necessary in story development.

Maintains contact with a wide range of information sources, including academia, industry and government, and keeps abreast of current events and developments on assigned areas through pertinent literature and media.

Assistant Editor - B (Job # 67)

The range of responsibilities is the same as Assistant Editor A; however the individual normally has

to have formal education/training in the particular discipline - often times at an advanced level - in order to carry out the writing assignments.

Benefit Specialist (Job # 51)

Responsible for the efficient administration of the organization's employee benefits program which includes; basic and major health care with HMO, dental and eye care, prescription drugs; life with AD&D, long/short term disability; pension, thrift, 403(b) and IRA plans; along with unemployment and workmen's compensation plans.

Usually serves as group treasurer for the various plans, administering, enrolling and deleting employees and initiating payroll deductions. Reviews and processes, and approves for payment all plan invoices.

Participates in meetings with insurance carriers, consultants and actuaries in developing benefit plan provisions. Oversees the effective communication of benefits and related information to the staff; counseling employees on benefits; establishing and maintaining plan records.

Additionally, prepares and distributes individual plan information memos and brochures as plans are revised; and serves as principle liaison with carrier representatives on claims, premium rate changes and exploring additional coverages. Some organizations may require the person to process claims for medical benefits including distributing checks to employees.

Participates in orientation sessions by briefing new employees on their various benefits, responding to inquiries, providing benefit plan materials and information, and seeing that all plan information documents are completed.

Prepares periodic reports to federal and state governments and regulatory agencies as required, including state industrial commissions, state employment commissions and Department of Labor (ERISA, OSHA). Provides insurance carriers and others with plan census data, cost analyses and statistical abstracts, as requested.

May monitor new legislation that affects the benefits program and where appropriate recommends plan changes to conform to the legislative initiatives.

In some cases, may be responsible for administering the organization's leave program consisting of annual, sick and other leave categories by maintaining accurate leave records and balances for each employee, responding to inquiries and interpreting policy.

Building Maintenance (Job # 32)

Performs a variety of general and semi-skilled tasks and assignments within the building, offices and around the grounds of the organization.

Completes maintenance requests as assigned and in accord with priorities set by the supervisor. Normally receives daily list of work orders to be accomplished, including specifications of tasks to be performed. Reports any difficulties or circumstances preventing completion of assignments.

Requests usually involve minor repairs of office furnishings such as desks, tables, chairs and cabinets; and of electrical items such as clocks, desk lamps. Repairs and/or replaces broken parts such as springs, locks, light bulbs and defective electrical fixtures; refinishes or rebuilds furnishings, and builds shelves and wooden storage cases; frames and hangs pictures, signs and plaques.

Moves and stores furniture and equipment. Assists in loading and unloading shipments. May assist in setting up meeting and conference rooms. Makes pick up and delivery trips associated with maintenance tasks.

May be required to keep building grounds neat and attractive appearing by regularly mowing, raking, trimming, watering and sweeping these areas.

Case Manager (non-supervisory) (Job # 136)

Responsible for coordination of care for individuals and families requiring assistance from a social service agency. Conducts interviews and gathers physical, psychological, and social information to determine the client's needs. May counsel clients individually or in a family or group setting. Refers clients to appropriate community resources. Manages client support but does not supervise other workers. Typical Requirements: Bachelor's degree in social work or related field plus one to three years of related experience.

Certified Nurses Aid (Job # 132)

Provides basic patient care under direction of supervisory nursing staff. Duties typically include personal care (feed, bathe, dress, groom, or move patients, or change linens). Typical Requirements: Certification required. Age 18 or older with High School Diploma or G.E.D., and Criminal and Child Abuse Clearance. A valid driver's license may or may not be required.

Child Day Care Assistant (Job # 128)

Under supervision of a teacher, helps implement learning activities and programs. Provides nurture, care, and guidance to children, assists those with special needs and supervises play areas.

Child Day Care Worker (Job # 127)

Plans and engages children in activities in a preschool, day care center, or other child development facility appropriate to promote social, physical, and intellectual growth including language, social, and motor skills. Typical Requirements: Bachelor's degree in early childhood education or related experience other than in preschool or child care setting.

Computer Data Technician (Job # 85)

Responsible for providing computer operations support which includes collecting and organizing batch data for computer processing; running mailing labels, invoices, hardcopy listings, special forms, and reports; document transfer between computers and word processors; and production of ad-hoc requests.

Makes minor program changes to fulfill user department requests on regular standard computer runs. Detects and corrects obvious errors occurring during computer processing. Monitors quality control of all output, making approved changes to correct final product.

Maintains backup tape library of specified directories and/or disk drives; produces monthly, weekly and/or daily backup tapes of all disk drives; maintains supply of blank and scratch tapes for library replacement and special projects; maintains an accurate dating and identification system for all tape libraries; coordinates offsite rotation of library tapes; produces tape for offsite contractors.

Cleans and performs preventive maintenance on all equipment as specified by the manufacturer; installs and/or moves microprocessors, terminals, and printers as directed; installs and/or maintains cables as directed; maintains ample inventory of all data processing supplies; maintains master log of cables, microprocessors, terminals, printers, mini-exchanges and modems.

Counselor (Job # 133)

Assists clients individually or in a group setting with personal, educational, or vocational development. Identifies and helps clients address personal and/or emotional challenges such as substance abuse, family issues, and educational and/or career problems. Typical Requirements: Bachelor's degree or equivalent in human services or a related discipline plus three to five years of related experience, or Master's degree in counseling plus one to three years of related experience.

Data Entry Operator - A (Job # 23)

Responsible for operating a data entry terminal device that encodes and prepares information for computer acceptance. All data entry procedures are prescribed and dictated by the nature of the transaction.

Keys in a variety of member, subscriber and accounting data from a limited number of precoded source documents. Keeps daily record of work batches completed by transaction category.

May re-enter identical data inputted by others to ensure a high degree of accuracy. Equipment is designed to detect data discrepancies.

May be rotated away from the terminal to code and batch various source documents before the data is inputted. Follows detailed guides to code documents.

Data Entry Operator - B (Job # 24)

Performs all of the assignments outlined for Data Entry Operator A.

At this level the operator usually determines the specific item codes to use at the time of data entry based on the nature of the transaction. There is normally a greater variety of transaction applications and source documents at this level.

Deputy Executive Director (Job # 101)

This is the second ranking position within the organization and is generally found in smaller groups that have a need for a general operations officer.

The individual normally directs a number of management and program areas facilitating the overall direction of the organization. In some cases the individual assumes the chief executive's role during brief periods of absence.

On occasion this person may direct a specific program area because he/she possesses special expertise.

Desktop Publishing Specialist (Job # 62)

This position uses electronic means to facilitate the design, layout and formatting of a variety of organization publications. The position can be housed in a number of different departments, i.e., publications, communications, MIS or printing units.

Works with various staff units to provide assistance in layout, composition and format for a number of different printed materials and publications through electronic means and specialized computer software packages,. The variety includes; brochures, leaflets, pamphlets, newsletters, bulletins, reports and special studies. In come cases may work on several publications (journals and magazines) of some length.

Based on the project and guidelines offered by the originating department, picks an appropriate layout format, design, headings and highlighting features along with type that will best enhance each publication.

Since many of the projects are different and may occur just once, works closely with each unit to create the appropriate image sought. Based on experience makes suggestions of how to modify projects to achieve desired effect. May use special design software to accomplish task.

Once a project is completed, forwards text electronically to printer(s); or has diskettes and tapes delivered by courier services. Maintains files of all projects worked on including photos, clip art, illustrations and text. Also maintains library of software programs, calls vendor/supplies service to make adjustments and repairs to equipment; maintains records by department usage for billback purposes.

Development Associate (DC Area) (Job # 84B)

This individual is located within the DC Metro Area. Write proposal for general and specific program support for corporations, foundations, government agencies, and individual. Proposals can range from several pages requesting general support to lengthy documents that describe in detail the scope of the work to be performed and the organizations ability to carry out the project. Takes the lead in putting project/subject content in a format compatible with that of intended funders. Where necessary researches the subject area and develops a project design. May work closely with other staff to accomplish final presentation.

Prepares periodic reports for funders outlining the progress made

Development Associate (Outside DC Area) (Job # 116)

This individual is located outside the DC Metro area. Write proposal for general and specific program support for corporations, foundations, government agencies, and individual. Proposals can range from several pages requesting general support to lengthy documents that describe in detail the scope of the work to be performed and the organizations ability to carry out the project. Takes the lead in putting project/subject content in a format compatible with that of intended funders. Where necessary researches the subject area and develops a project design. May work closely with other staff to accomplish final presentation.

Prepares periodic reports for funders outlining the progress made

Direct Care Worker (Job # 131)

Provides personalized care and companionship for consumers in a variety of settings, including community homes, family homes, and generic community settings, with focus on instruction, guidance, and mentoring to promote the health, safety and contentment of the individuals served. Note: this position is supervised by a manager. Typical Requirements: Certification required. Age 18 or older with High School Diploma or G.E.D., and Criminal and Child Abuse Clearance. A valid driver's license may or may not be required.

Director, Administration (Job # 102)

Responsible for directing most of all of the organization's internal management functions and operations including, but not limited to: office services, printing, library, data processing, member and subscriber records, personnel, purchasing and accounting.

Director, Communications (Job # 104)

Responsible for articulating the organization's positions on issues and programs to the membership and various audiences. Activities normally included under this function are: public relations, media relations, advertising, informational newsletters and similar publications, speech writing and community affairs.

Director, Convention/Meetings (Job # 107)

Responsible for all negotiating/scheduling of the organization's annual convention, various conferences and meetings, whether domestic or international as well as, all exhibit and exposition shows. Other responsibilities include on-site management of these meetings and may involve developing program content for some of these gatherings.

Director, Development (Job # 113)

Develops and directs an ongoing effort to identify and acquire additional funds for the organization on a continuing basis. Primarily committed to the solicitation of monies from governmental sources, private institutions and individuals in support of selective programs and projects that the organization is advocating, or sponsoring on a sustaining basis.

This position can also include the staging of various fundraising events such as cultural and entertainment gatherings, auctions, contests and festivals.

Director, Economic Policy (DC Area) (Job # 114)

This individual is located within the DC Metro Area. Directs the organization's economic research which depicts industry patterns and trends, technological changes and the economic impact these have. Additionally, monitors the impact that current and pending legislation and governmental regulations may have on the organization's constituency in economic terms. May serve as chief spokesperson in projecting economic trends for the industry.

Director, Economic Policy (Outside DC Area) (Job # 117)

This individual is located outside the DC Metro area. Directs the organization's economic research which depicts industry patterns and trends, technological changes and the economic impact these have. Additionally, monitors the impact that current and pending legislation and governmental regulations may have on the organization's constituency in economic terms. May serve as chief spokesperson in projecting economic trends for the industry.

Director, Education (Job # 110)

Responsible for designing, developing and implementing a variety of educational programs that will meet member needs for continuing education experiences, professional development and accreditation; as well as developing the curriculum content and materials for these programs.

Director, Finance (Job # 108)

This is the principal or chief financial position. It normally incorporates determining policy on all accounting/auditing, financial and budgeting activities; and may participate in the investment policies of the organization.

In some organizations, this position may also incorporate a number of central service functions including: office services, purchasing, printing, mail operations, data processing and personnel.

Director, Government Relations (DC Area) (Job # 109)

This individual is located within the DC Metro Area. Normally serves as the program's senior lobbyist. Directs the effort to plan, develop and carry out the organization's legislative/regulatory programs, making the organization's views known to legislators and regulators at all government levels.

Director, Government Relations (Outside DC Area) (Job # 119)

This individual is located outside the DC Metro area. Normally serves as the program's senior lobbyist. Directs the effort to plan, develop and carry out the organization's legislative/regulatory programs, making the organization's views known to legislators and regulators at all government levels.

Director, Human Resources (Job # 112)

Manages the employment process which entails the recruitment, selection and placement of all support and some professional employees. Activities include placing advertisements in newspapers; dealing with employment agencies; skills testing of applications; interviewing; salary negotiations; reference checking; and orientation of new employees. May recruit for mid level professionals and managers working closely with department heads to make effective selections and placements.

Regularly monitors personnel policies, procedures and practices' to ensure that they meet affirmative action principles in both intent and spirit. Exercises initiative to seek out and identify qualified protected class candidates for job vacancies through in-house selection procedures and outside sources.

Counsels staff and management on a variety of personnel related matters including; sensitive issues, job reclassification, terminations, personality conflicts, potential charges of discrimination, and policy interpretation.

Manages the salary and performance appraisal programs for the staff by developing salary ranges; determining starting salaries; establishing, guidelines for promotional increases; and monitoring performance appraisals to see that they conform to prescribed guidelines for merit increases. Conducts periodic salary surveys to determine general competitiveness, making recommendations based on survey findings.

Administers the employee, benefits program which comprises: health and major medical plans, including a HMO; life insurance, long term disability, accidental death and dismemberment, travel accident retirement, workmen's and unemployment compensation. May serve as group treasurer for some plans.

Additionally, prepares and distributes individual plan information memos and brochures as plans are revised; and serves as principle liaison with carrier representatives on claims, premium rate changes and exploring additional coverages.

Develops record management procedures that maintain, update and retrieve data in an accurate and expeditious manner. Uses departmental information to develop a variety of reports for management,

to meet government regulatory requirements, and own departmental needs.

Director, Legal Affairs (DC Area) (Job # 103)

This individual is located within the DC Metro Area. This is the chief legal position within the organization. The individual directs the legal affairs of the corporate organization and is involved in all matters that have legal implications even when these require the services of outside legal counsel. Additionally, may become involved in legislative and regulatory matters; but this involvement does not constitute a significant portion of the job's responsibilities.

Director, Legal Affairs (Outside DC Area) (Job # 118)

This individual is located outside the DC Metro area. This is the chief legal position within the organization. The individual directs the legal affairs of the corporate organization and is involved in all matters that have legal implications even when these require the services of outside legal counsel. Additionally, may become involved in legislative and regulatory matters; but this involvement does not constitute a significant portion of the job's responsibilities.

Director, Member Programs (Job # 105)

This position is responsible for promoting the organization actively to state and local affiliates/chapters and to potential member groups; for identifying and developing new programs/services that meet member needs; and for finding ways to improve existing programs and services.

Director, Mgmt. Info Sys. (Job # 111)

Responsible for developing the organization's computer capability and management systems in a variety of program areas as emphasized by the organization. Other aspects include the direction of systems programming, managing an in-house computer installation and interfacing with outside service bureaus and systems design firms.

Director, Publications (Job # 106)

Responsible for the editorial policy and content of the organization's publications consisting of trade magazines, research and technical journals, books, monographs and abstracts; as well as, overseeing the production, scheduling and publishing of such publications.

Director, Research (Job # 115)

Directs the organization's research efforts dealing with member/constituency programs and services. Such activities can include the modification of industry or professional practices; standardization of industry specifications; comparative analyses of products and services; potential impact on the public of various industry products/practices and professional programs.

Editor - A (Job # 72)

This position does not deal with scientific/technical publication; nor with the publication of newsletters and related services.

Publishes the organization's primary serial magazine, whether it be a weekly, monthly, or quarterly. The publication is generally viewed as the organization's official communications; and is the major carrier of advertising space.

Has full responsibility for the overall operation of the magazine, its content and editorial direction. Acts in the capacity of publisher for the magazine and provides guidance in long-term editorial direction. General direction for content may also be available through an advisory board.

The daily operations of the magazine are carried out through a managing editor and/or, various editorial staff members who are responsible for their respective magazine sections.

In some instances, may be expected to write editorials. Provides general public guidance and editorial direction carried out on a continuing basis via informal and formal channels of communication. While the daily activities of the staff are delegated to and are the responsibility of others, the Editor also provides general guidance and editorial direction to the staff. A general review of each issue provides a continuing check of performance.

Maintains continuing and large scale contact and communication with organization departments, the constituent community, and with governmental and non-governmental organizations, agencies, and groups. Also maintains liaison with the advertising sales organization, to assist in maximizing the economic and advertising potential of the magazine.

Editor - B (Job # 73)

The range of responsibilities is the same or very similar as Editor A; however, the individual normally has to have formal education and training in the particular discipline-often times at an advanced level-in order to carry out editorial assignments and to review article content.

Editor, Books (Job # 63)

Responsible for identifying, soliciting, contracting for and publishing new books and/or revising information in existing hardcover publications, i.e. textbooks, symposia, monographs, directories and other reference collections not published elsewhere.

Responsibilities can include soliciting research materials, reviewing these for contributory value. May

be supported in the search effort by an advisory board, which provides guidance and advice in the selection of topics for publication and on publication policy and relevant issues.

Solicits peer reviewers (experts in various fields), who provide merit evaluation of contributed research materials. Prepares proposals for publication, which include estimates of production cost and marketing potential, and prepares contract agreements.

Responsible for coordinating the manuscript review process, the assignment of manuscripts and the text's production schedule. This includes corresponding with a board of editors and authors in the request, receipt, and review of manuscripts; maintaining manuscript logging control; editing for general conformance to style procedures, and editing for consistency, grammar, punctuation, spelling and printer markings.

Responsible for initiating all steps for the production of books. Sets schedules for production, including editorial and graphics preparation (text, index, jacket design, ads). Monitors progress, and ensures balance in work flow.

Responsible for cost control for individual projects, i.e.; soliciting bids from appropriate suppliers and services (e.g., composers, printer-binders, designers, mail houses, free-lance editors, indexers; evaluating bids based on cost, schedules offered, and performance history; negotiating contract items, evaluating supplier compliance, evaluating invoices compared with contracts and actual performance, renegotiating amounts with suppliers as appropriate.

Some positions may require the individual to be responsible for the marketing effort. This includes writing advertising copy for space ads, publications catalog, and various direct-mail promotions; working with designers to create a desired appearance for each book; purchasing mailing lists and arranging U.S. and foreign distribution through mail-houses; distributing review copies of books to appropriate publications to solicit published book reviews; arranging display of books at appropriate books exhibits.

Editorial Assistant - A (Job # 64)

This position does not deal with scientific/technical publications. May work on more than one publication.

Edits a variety of publications material including manuscripts, feature articles, news items, pamphlets, brochures and booklets, and annual meeting/conference materials for spelling, grammar, punctuation, syntax, general clarity, and printer markings by following prescribed editorial and style manual guidelines. May communicate with editors and guest authors to resolve questions dealing with nontechnical items.

Proofreads galleys and makes appropriate changes; measures galleys for page layouts and sizes pages based on issue contents. Crops photographs, arranges charts, graphs and tables for all publication layouts. Works with authors, editors, artists, typesetters and printers to meet schedule deadlines. May write short, individual news items for publication; or rewrite general passages for greater clarity.

Some positions may require the individual to use desktop publishing equipment to format and stylize text.

Editorial Assistant - B (Job # 65)

This position may require formal training in a particular discipline. This requirement is usually

required in working on a scientific/technical publication.

In addition to performing all of the assignments outlined for Editorial Assistant A, the individual is usually responsible for nomenclature and general technical content editing. May be required to rewrite short technical manuscript passages for greater clarity.

Employment Specialist (Job # 50)

Primarily responsible for the recruitment, screening, and selection of candidates for support staff and lower-level professional/managerial positions. This involves determining with managers the selection criteria, identifying internal candidates, advising managers on the availability of internal and external candidates, selecting productive recruiting sources and methods, screening and interviewing candidates, counseling managers on potential hires; and negotiating starting salaries.

In conjunction with the recruitment and retention of employees, incumbent develops and conducts orientation programs for new employees, explaining organization personnel policies, programs and employee benefits.

Also responsible for assisting in the development and administration of the organization's Affirmative Action Plan; for providing employee counseling and guidance, to the support staff; and responsible for assisting in salary administration and other personnel programs when possible and as requested.

Executive Dir.-EVP-President (Job # 100)

This is the top paid staff position within the organization with a direct reporting relationship to the Board of Directors. It has full responsibility/accountability for all program areas, not otherwise administered by the Board. In some cases this individual may devote a significant portion of the time personally directing the efforts of one or two major program areas.

Executive Secretary (Job # 5)

NOTE: ONLY ONE, OR POSSIBLY TWO INDIVIDUALS, OCCUPY THIS POSITION WITHIN THE ORGANIZATION.

This position provides administrative and secretarial support to the executive officer, the Board of Directors and its officers. In some situations this assistance may extend to the deputy executive officer.

Coordinates the schedules of the Executive Officer and the organization's elected officials to optimize their time and to facilitate the exchange of information. Schedules appointments with staff and members wherever these individuals are expected, or when they travel around the country on organization business. Determines the nature of these appointments, and develops the necessary background material wherever possible. May be expected to review correspondence requiring the signatures of these officials, regardless of its origination, for general format and style, content and possible sensitivity.

Coordinates the physical and logistical arrangements for regular Board meetings. During the sessions takes minutes, may monitor parliamentary procedure, prepares initial minutes draft and serves as staff liaison to officials attending. Post meeting assignments include following through with staff directors

to see that established projects are on schedule, keeping supervisor apprised of progress.

Replies directly to general inquiries, nontechnical topics and brief correspondence. Also drafts replies for officer signature on similar matters if this is deemed more appropriate. Monitors supervisor's immediate tickler file for upcoming deadlines, following through on the necessary details.

Prepares conference agenda and background materials for the Board. This includes collecting, compiling, reproducing assembling and distributing the agendas prior to the annual meeting.

Travels on-site to manage the executive's operations office during major meetings. May attend Executive Committee and Board meetings to take official minutes. May assist in answering member inquiries and in resolving minor difficulties with hotel personnel.

Help Desk Specialist (Job # 99)

Responsible for documenting all user requests or inquiries for support. Research internal and external knowledge-base resources to provide problem resolution or communication to minimize troubleshooting time. Responsible for forwarding trouble tickets not solved personally to the appropriate MIS specialist. Responsible for follow up, ensuring customer satisfaction, after trouble tickets are closed. Provide front line technical assistance by diagnosing and troubleshooting hardware and software problems. Maintain Help Desk databases by: updating the user database; building and updating knowledge base; creating reports; and collecting and tracking asset inventory. Responsible for building necessary database schemas to facilitate MIS reporting needs.

Train new users on the services offered and provided by MIS in support of the policies and procedures manual. Provide basic orientation to new users. Coordinate equipment rentals and facilitate setup for end-user department training sessions. Recommend appropriate training for staff to maintain user efficiency when working with business automation tools.

Schedule usage and track in-house loaner equipment. Follow up on outstanding equipment ensuring safe return. Implement maintenance program for loaner equipment whereby equipment is 'reset' upon return to ensure proper operation for next user.

Maintain record management system for MIS documentation including: maintenance contracts, vendor agreements and computer related literature. Maintain the software library, which includes tracking licensing agreements. Conduct periodic system and software audits in support of record management.

Provide user community notifications regarding system maintenance, virus alerts, MIS tips and related information technology issues.

Perform installation and upgrades to standard software applications. Aid in the roll-out of hardware and peripheral installations.

Human Resources Assistant (Job # 49)

Assists in the employment function for support level staff which entails recruiting through classified advertising and employment agencies, initial interviewing and skills testing of job applicants, assisting unit managers in making selections and extending job offers. May brief new employees on pay, leave and benefit plan procedures. Places temporary office help requests with firms providing such assistance.

Maintains the organization's personnel files and records consisting of individual employee personnel jackets, leave records, application and resume files, benefit plan records, Establishes personnel records and documents whenever new employees are hired; files and retrieves materials; retires records of departed employees; and processes all personnel transaction forms.

May maintain staff leave records by recording leave usage indicated on periodic leave and time reports submitted by each office. Monitors leave usage to see that it conforms to policy. Calls discrepancies to employees' attention. Prepares regular leave summary reports showing current leave balances by category for each staff member. Additionally explains leave policy to staff as questions arise.

May prepare periodic benefit plan reports and inform insurance carriers of additions, deletions and changes to the various plan participant lists. Performs typing duties incidental to the completion of all assignments.

Intern (Annualize Salary) (Job # 46)

Intern positions exist to make use of the training and abilities of undergraduate and graduate students in developing special projects or studies for the organization. Students can relate their education and training to particular subject areas in providing what might be termed "mini-consultant" services. These are generally short term, high impact projects. The projects may range from special efforts directed toward particular objectives, or supplement existing department operations. Interns are assigned to a specific department or division within the organization to develop a project as defined by that department. The most important aspect of this position is the analytical ability necessary to define, organize, develop and complete the project within established guidelines. A project can involve developing programs, preparing and administering surveys, compiling and condensing information for programs or proposals, or studying the effects of changes or new projects. Developing projects generally include researching information, conducting interviews with internal or external personnel, drafting progress reports and recommendations, and meeting with departmental and/or other staff personnel in reporting on and discussing the project. Recommendations might include information sources to be used, areas within the project that are to be extensively developed, or new aspects that should be included in the development of the project.

Internet/WWW Specialist (Job # 92)

This position is found in organizations that use/ planning to install a LAN system; are on the Internet and are on or moving toward the worldwide web.

This individual can be involved in, or be the primary person, in planning, installing and implementing network configurations appropriate to the organization; as well as, coordinating the installation of the firewall, modem pool equipment and software.

Responsible for seeing that security measures are followed; that passwords are properly registered and other access procedures followed. Produces regular reports that indicate usage department.

Reviews browser and search engine software as it becomes available toward advancing the system's capability wherever possible. Recommends purchasing these enhancements where appropriate. Additionally may instruct staff in the use of new software to facilitate their operations.

Interacts with server groups, suppliers and vendors to obtain the best service/ product from these organizations. Keeps current with and seeks out new advances in technology that can be incorporated into the network system. Wherever possible attends presentations and/or tests new equipment and

software before recommending purchasing these items.

Works closely with others to design and format the organization's home page. This includes strategies on how to best project the organization's image, mission and objectives to a variety of audiences. Additionally interacts with user departments in the design and display of their individual websites. Makes revisions and updates to their websites as requested.

In some cases, the individual may prepare a portion of the text, or even the whole text. This calls for the imaginative use of graphics, color and formatting to present a visually attractive and user friendly home page/website (s).

May train staff in user departments to be web representatives, who are capable of updating their own department websites.

Legal Secretary (Job # 9)

This position is normally found in the Legal or General Counsel's office of an organization. Knowledge of, or proficiency in shorthand is not a controlling factor of this position.

Performs the normal range of secretarial duties with emphasis on the preparation of legal briefs, documents, and testimony. Tracks court rules and court calendars for cases to assure that critical dates are not missed.

Prepares the table of authorities that is an essential part of all briefs. In this regard sees that the legal staff complies with the rules of the various courts governing the stylistic and editorial requirements of briefs and other papers filed. Responsible for coordinating the completion of briefs to assure that they are printed and published on time.

May conduct basic legal searches and perform other general paralegal duties. Reviews court decisions reported in the advance sheets and in the various case reporter services in order to identify important issues of concern and interest.

Responsible for maintaining the legal records of the organization. Decides which records ought to become a part of the organization's permanent legal files versus those which should be retained only to facilitate day-to-day operations.

Responsible for the collection, consolidation of data in the preparation of organization's lobbying report. May assist in putting together the budget for the Counsel's Office.

Legislative Representative (DC Area) (Job # 94)

This individual is located within the DC Metro Area. NOTE: THIS IS NOT A POLICY MAKING POSITION

Assists in the execution of Federal legislative policies as conceived and established by the organization. Contributes in the development of these policies by the identification and analysis of legislative issues of interest to the organization and its members. Consults with other staff members and Board committees with expertise in the particular area affected to develop appropriate positions on various issues.

To assure that the organization receives due consideration by the appropriate legislative parties, participates in liaison activities which involve frequent personal contact with Members of Congress

and their staffs, Congressional committees, regulatory and executive branch officials.

Monitors various bills, speeches and statements of Congressional leaders; attends hearings, writes and reviews testimony and statements for use in Congressional hearings; reviews government, industry and academic studies and reports; monitors the general press and various congressional, government and trade publications; and explains organization positions and legislative activities to other staff groups, members and other interested parties.

Provides advice and counsel to the Board and various committees by analyzing legislative details for these groups and any legal considerations and implications of legislative issues which affect their area of activity. Where appropriate, prepares draft of position papers to have presented at hearings. On occasion testifies before congressional/regulatory hearings.

Some positions may require the individual to maintain close liaison with other area based groups that have similar legislative interests.

Some positions may require the individual to serve as the secretary or secretary/treasurer for the organization's Political Action Committee. The primary responsibility is PAC activity; although a portion of the time may be taken up by related assignments.

Oversees the receipt, deposit and disbursement of all PAC monies; the accurate recording of all such transactions; as well as, the filing of reports with the Federal Election Campaign Commission.

Receives requests for political contributions from all governmental levels preparing these for review along with appropriate background information. If authorized, issues acceptance letters and requests checks. Also sends out declination letters.

Makes all arrangements for periodic PAC committee meetings including the preparation of all financial and activity reports. Takes and distributes minutes of deliberations and maintains all committee records. May also keep files on all member PACs by obtaining copies of their filing reports.

Provides material/information for; or may write periodic newsletter for member distribution, citing PAC activities and legislative/regulatory developments.

Assembles data and information for annual IRS tax filing. Monitors the Federal Election Campaign and Lobbying Acts to keep apprised of new developments and upcoming hearings. Briefs visiting members on these, and arranges appointments for those who may wish to visit their congressional delegations.

Legislative Representative (Outside DC Area) (Job # 120)

This individual is located outside the DC Metro area. NOTE: THIS IS NOT A POLICY MAKING POSITION

Assists in the execution of Federal legislative policies as conceived and established by the organization. Contributes in the development of these policies by the identification and analysis of legislative issues of interest to the organization and its members. Consults with other staff members and Board committees with expertise in the particular area affected to develop appropriate positions on various issues.

To assure that the organization receives due consideration by the appropriate legislative parties, participates in liaison activities which involve frequent personal contact with Members of Congress and their staffs, Congressional committees, regulatory and executive branch officials.

Monitors various bills, speeches and statements of Congressional leaders; attends hearings, writes and reviews testimony and statements for use in Congressional hearings; reviews government, industry and academic studies and reports; monitors the general press and various congressional, government and trade publications; and explains organization positions and legislative activities to other staff groups, members and other interested parties.

Provides advice and counsel to the Board and various committees by analyzing legislative details for these groups and any legal considerations and implications of legislative issues which affect their area of activity. Where appropriate, prepares draft of position papers to have presented at hearings. On occasion testifies before congressional/regulatory hearings.

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Assembles data and information for annual IRS tax filing. Monitors the Federal Election Campaign and Lobbying Acts to keep apprised of new developments and upcoming hearings. Briefs visiting members on these, and arranges appointments for those who may wish to visit their congressional delegations.

Librarian (Job # 56)

Responsible for managing the activities of a special library/information center containing at least several thousand volumes, periodicals reference texts, and special collections, along with micro forms and computer capability in some cases.

Spends a portion of the time conducting literature searches for the staff, members and the public. Some requests involve current issues or evolving trends, which require seeking out different source areas/facilities to locate and obtain the information. Peruses material and earmarks those sections that may apply. On occasion visits other facilities to review reference materials to determine applicability.

Makes acquisitions for the collection based on identified needs, inquiry patterns, and as requested. Purchases general reference works and recommends that offices acquire technical volumes. Scans new publication announcements and calls attention to text material.

Performs all original classification and cataloging of new acquisitions. Modifies catalog system and description if it differs from the way the organization classifies similar material.

Related services include assisting staff in searching material reduced to microfilm/fiche form; computer processing of databases; inter-office routing of publications; processing subscription renewals; shelving and retrieving volumes/periodicals; and preparing new acquisitions for the collection.

Library Assistant (Job # 54)

Assists staff, and the public to locate books, periodicals, reports and other materials within the library. Charges out books, shelves those that are returned, follows up on overdue books and places inter-library loan requests where appropriate. As required goes to other library facilities to pick up information materials that have priority status.

Maintains library information files. These include newsletters, special reports, references and studies. There may also be subject index tiles of technical information and articles on current issues. Routinely routes periodicals to designated offices and files materials when returned. Scans publications to spot articles that pertain to current issues. Reproduces these for the files. Also reproduces material requested from the files and/or charges it out to requesting party.

Processes new book acquisitions once they have been cataloged by preparing labels, book cards and pockets, catalog cards and shelving the volumes. Requests catalog information from the Library of Congress where indicated.

Mail Assistant - A (Job # 15)

Opens and sorts incoming mail according to prescribed individual/function/office/program designations. Makes daily runs to distribute mail and interoffice correspondence throughout the offices/building. In the process, picks up outgoing and interoffice mail. Sorts materials and delivers on next run.

Weighs and meters all outgoing mail according to instructions or prescribed postal guidelines. Bags mail for evening pickup. Wraps, weighs and meters small packages containing publications and other informational/educational materials. May package larger items to be picked up by postal service or commercial carrier. Contacts carriers to pick up as needed.

May make regular trips to area post offices to either pickup or deliver mail bags and certified pieces or mail. May drive organization vehicles to accomplish these tasks.

Maintains dairy log of outgoing pieces mailed and cost. Identifies originating office in bulk mailings, as well as pieces mailed and cost. Alerts supervisor when postage meter reaches authorized postage limit. Assists in assembling and stuffing materials for bulk mailings.

Mail Assistant - B (Job # 16)

This position performs all of the assignments indicated for Mail Clerk A; but in addition may perform a number of other regular functions, i.e.; serving as the key operator for one or more copy reproduction machines; keeping machines clean and well stocked with paper and chemical fluids where necessary; and making minor repairs, contacting equipment company representatives for major difficulties.

Maintains cabinets well stocked with commonly used office supplies and materials, providing these upon request. May contact local supplier to replenish stock when reorder levels are reached.

Drives organization vehicles or uses public transportation to pick up and deliver a variety of printed materials, documents and packages around the area that require special attention.

Packs and prepares trunks and other large cartons and crates to be shipped by commercial carriers/convention/ conference meeting sites.

Manager, Accounting (Job # 40)

Assists in the design, revision and maintenance of the accounting system and procedures.

Responsible for monitoring effectiveness and cost of accounting operations; reviews, audits, and/or approves entries into the accounting records; and checks on all bank accounts in accordance with policies established; consults with Staff on matters such as changes in cost or revenue allocations, and requests for new program accounts.

Manages the classification and recording of all financial transactions, maintenance of official accounting records, and preparation of financial statements and reports for the organization. Financial data and transactions, including payroll, are audited, verified and encoded for computer processing, storage and production of the general ledger, and statistical and financial reports for all levels of management.

Also includes the responsibility for coordination and supervision of all accounting and internal audit functions for cash receipts, accounts payable, and payroll to insure that accounting records, financial statements and reports accurately reflect the financial status and operations of the organization. Also supervises the consolidation of annual budget and financial forecast data as received from all operation departments into unified reports in accordance with principles and format prescribed by management.

Coordinates activities surrounding the annual audit. Also, the establishment of federal and state grant procedures and reporting routines.

Manager, Accreditation/Certification (Job # 61)

This position is generally found in professional/scientific associations which bestow added professional status to their members through some form of credentialing/licensing/testing process.

Serves as staff liaison to one or more academy/foundation/institute committees or groups charged with reviewing and passing on requests for accreditation/certification. The incumbent is the administrative facilitator of the program.

Processes certification requests which entail reviewing applications and appropriate documentation accompanying requests; developing written and/or oral examination content to coincide with the level of training and areas of specialization of candidates; preparing and sending examination materials to proctors and receiving these back for interpretation and scoring; notifying candidates of scores and providing certification documents; and establishing/maintaining records, statistics, and information.

May conduct regional examination sessions to facilitate administration and enhance examination accessibility. Travels on-site to administer examinations. In the case of international requests,

examinations are taken at prescribed locations. Corresponds with and coordinates the necessary steps between the parties.

May publish a periodic newsletter detailing program activities and announcing all newly credentialed members. Also, publishes directory listing all accredited members.

Manager, Advertising (Job # 73A)

This position can be structured in two ways. The individual can work closely with an advertising agency that sells space in the organization's various publications. Or the individual can be solely responsible for directly selling ad space in the organization's publications. And in some instance may also be responsible for advertising the organization's other products and services to members and other audiences.

Responsible for contributing to the organization's revenue stream by managing all activities involved in selling advertising space in the organization's various publications. Makes advertising sales calls and presentations to clients. Employs flexible strategies to achieve the desired goals of sustaining and increasing advertiser activity and enhancing their satisfaction. These strategies include negotiating value-added merchandising opportunities and package offers involving discounted products and services.

Serves as the primary contact for existing advertisers. Handles calls and inquiries, provides information and materials upon request. Serves as liaison to advertisers or their appointed agencies. This includes negotiating specialty deals or value-added merchandising opportunities; negotiating resolutions to problems related to advertising accounts; or ensuring that issues are addressed in a timely manner.

Receives all unsolicited inquiries about advertising, solving questions about billing or other account maintenance issues. Also responsible for invoicing all products, monitoring outstanding/aged receivables, and other business processes related to advertising sales, expense budgets, quarterly forecasting and other management reporting.

Where appropriate responsible for sales of classified and banner advertising on web site. Responsible for taking telephone and fax orders, tracking insertion order and materials, and ensuring proper posting and removal of ads from the site.

Maintains up-to-date print and electronic advertising client files. This includes keeping advertiser and agency information current by inputting and editing information in an appropriate electronic database format. These advertiser mailing lists are used for periodic promotional mailings.

On a regular basis, checks for new advertising leads. Continually works to increase advertiser solicitation base for the organization's publications; also seeks out new audiences who will buy the organization's products and services.

Manager, Building Services (Job # 33)

Responsible for maintaining the physical appearance of the organization's building, offices and grounds; and for providing a comfortable physical working environment for the staff. Some individuals occupying this position may be required to be licensed operating engineers.

Performs regular maintenance routines on heating/cooling system including weekly/monthly monitoring of various thermostat controls and dampers throughout the building; checking oil pressure

levels and fan belt tension; lubrication and changing gas valves; checking/cleaning filters, cooling tower, spray heads and coils; and applying rust resistant chemicals.

Maintenance on the building includes: cleaning/dusting/polishing metal and furnishings in public areas; cleaning, dusting and removing trash from offices; touch up painting and minor furniture repairs; light electrical repairs such as repositioning switches and plugs; and vacuuming all carpeted areas.

Performs through staff or outside contract firms such regular services as; office cleaning, window washing and drapery cleaning; landscape cleaning, planting and fertilizing; trash removal; office construction and built-in carpentry; major painting projects. Obtains competitive bids and makes recommendation based on product quality, service and cost factors.

Can serve as liaison with management realty firm which acts as the leasing agent and building administrator. Approves and submits for payment all monthly purchase orders for equipment, supplies and contract services.

Where appropriate maintains contact with building tenants to insure that their general building and cleaning needs are met.

Manager, Computer Operations (Job # 90)

Responsible for ensuring the security, efficiency and continuous functioning of a central computer facility to meet organization needs. Plans, organizes, maintains and monitors the central computer facility. Recommends and implements changes in configuration and type of hardware/software and related equipment. Recommends and implements operations procedures and techniques to improve efficiency of equipment operation. Reviews all invoices for purchases of computer equipment and approves for payment.

Manages the scheduling, production, quality control and distribution of output for all computer processing requests.

Coordinates the activities of one or more technical projects teams. Researches, advises, and recommends on selection and use of computers and office-automation technology throughout the organization.

Maintains relevant and accurate production records and reports, including reports on membership, special program requests, accounting and equipment utilization.

Responsible for developing and maintaining the security systems of the central computer equipment and advising on security for all systems in the organization. Sets and maintains system passwords, changing these periodically.

Oversees the activities of the program and tape library facility. Responsible for controlling the inventory of data processing supplies and materials.

Manager, Computer Services (Job # 89)

As used here, this position is normally found in organizations that have decentralized their computer capabilities into a number of different departments and units through the use of personal computer networks (LAN) and work stations in addition to having a mainframe computer operation. Although the latter is not necessary.

Provides organization offices with a level of operational computer capability commensurate with its program development. Assists in explaining software systems that will facilitate and enhance current program operations; along with the necessary documentation and staff instruction to utilize computer applications in accomplishing work assignments more effectively.

Responds to staff requests to explore and review new systems applications; or to pursue new developments that will improve existing operating systems. Reviews the literature, talks with vendors and other familiar with the specific software systems to determine their usefulness and applicability to unit operations. Summarizes findings along with available options and recommendations.

Based on current operations and anticipated needs, keeps informed on new equipment and software developments suggesting possible courses of action for departments to pursue to enhance present operations and to increase the compatibility with the organization's overall computerized network.

As requested, makes minor modifications and revisions to packaged software programs on behalf of the various units. Test runs programs to make certain modifications are incorporated properly. And as needed, runs programs providing units with the appropriate listings and reports. Checks over materials for proper formatting and basic calculations, but not for content accuracy.

Provides staff training in the use of micro computers and software packages on an as needed basis. To assist in this effort, reviews all instructional manuals and directions, revising and/or reviewing these for greater understanding and clarity by the staff.

Develops and maintains a library and filing system for all in-house computer software programs, and a checkout procedure for keeping track of all items. This also includes the referencing of all computer-related purchases, maintenance contracts, vendor agreements and computer-related literature and topics.

Coordinates all equipment repair requests with the appropriate suppliers and vendors to insure that work is performed accurately and on schedule. Provides routine maintenance where called for. May coordinate consultant assistance as needed for hardware and software support by outlining office needs and specifications requested; and seeing that the projects are carried out according to the specifications.

Manager, Computer Systems (Job # 91)

Responsible for the effective administration of a number of programmers, programmer analysts and system analysts. Each subordinate may be responsible for a number of installed computer programs, and operating systems services.

In addition to management requirements, may also function as project manager on new development projects. Additionally, trains analysts in systems and design concepts.

Manages staff workload, assignments and project scheduling. Monitors established completion schedules, supervises system installation and end-user training and resolves conflicts. Assures use of quality technical and programming standards in the implementation and maintenance of operational systems.

Serves as an internal consultant, by analyzing the environment and defining the information required to manage the function. Also analyzes the cost of the system versus the benefits provided and makes recommendations about alternative system approaches, either manual or computer based. These analyses result in a project proposal or a prototype system used as a model for the functional system design.

Evaluates new programming languages and software tools for future applications.

Manager, Convention/Meetings (Job # 60)

The position is not involved with meetings policy or program content; but with the operational aspects of meetings planning.

The meetings program generally consists of an annual meeting (with/without exhibits show), several conference/seminars/workshops. Board and committee meetings.

Visits potential convention sites meeting with hotel, convention/tourist bureau officials and local suppliers to develop appropriate information for presentation. Once a site is selected, prepares master schedule to review progress and details leading up to the meeting. Assignments negotiated include: housing, meeting facilities, equipment, various services, temporary help, and staff assignments.

Provides on-site management to ensure that all arrangements are executed properly. This includes ensuring that assistance is provided to attendees regarding general information, registration, housing, transport, communication, entertainment, audiovisual arrangements and security. It also includes all contact with local vendors and suppliers.

Some annual meetings/conferences may incorporate exhibit shows. In such cases responsibilities include: determining the exhibit's scope and budget; setting fees; developing a promotional campaign along with the required materials and appropriate mailing lists. Negotiates with local decorating firm to design and construct a desirable exhibit show area.

May provide preregister and travel arrangements for executive staff. Board members and other VIP's on all business meetings including the Convention. Coordinates arrangements through a travel agency.

Oversees the dismantling activities; develops critique on the facilities, supplier services, registration activities; as well as general observations of the host community; reconciles all bills and approves for payment.

Schedule in-house meeting rooms for various affairs. Makes appropriate arrangements with area suppliers, including catered meals. May also assign meeting rooms to approved outside organizations on a space available basis. Makes the necessary arrangements as requested.

Manager, Database Administration (Job # 98)

This position is responsible for maintaining the organization's ability to record access format and report information in a variety of configurations based on staff, member, industry, government and public inquiries. The information contained in the database can span a wide variety of demographic statistical data numerous subjects, topics and issues.

In some instances the database may access other databases to complete assignments. These databases can be located (1) in other locations and (2) in other regions of the country or be international.

Manages the daily operations of the organization's database, which can include interactive and batch processes. Develops and maintains supplementary database systems which support operational requirements.

Maintains technical documentation including data file structures, schema system requirements process

flows, operating procedures and management guidelines.

Schedules, coordinates and performs file, record, and field maintenance using available database management tools; monitors database integrity and documents maintenance procedures and activities.

Coordinates and performs batch processing to input, change, or extract data, purge databases, and conduct global updates; maintains appropriate documentation.

Manages report production from various databases to meet management and functional requirements to include scheduling, report formatting and printing; provides assistance to the staff in design and execution of ad hoc reports.

Provides assistance to satellite locations databases regarding output or performance.

Recommends improvements to existing database applications; acts as liaison with software vendors for approved functional improvements by providing program specifications, monitoring contractor performance, testing deliverables; assisting with contract review and renewal.

Takes responsibility for the security of the integrated database, including but not limited to: backup and restore of data and programs; maintenance of user access, passwords, file and directory maintenance, and executing special backups for long-term retention. Establishes automatic recurring system events, reorganizes the directory structure, loads of software updates, and performs other activities which enhance the functionality of the system.

Participates in new system development activities and assists with testing and implementation.

Manager, Development/Fundraising (DC Area) (Job # 84A)

This individual is located within the DC Metro Area. Responsible for implementing approved strategies for new business development, and existing annual campaign efforts, designed to obtain funds from individuals, foundations, corporations, and governments. Assists in creating policies and strategies for achieving required financial goals.

Works with staff to identify potential donors through research, contact with existing donors, and other sources of information. Solicits current donors and prospects through presentations. This may be done in conjunction with staff and board members.

Supervises the development and preparation of grant proposals, reports to funders, solicitation materials, and other correspondence and printed matter that may be necessary to carry out solicitations and cultivations. Responsible for implementing fundraising efforts targeted to individual contributors.

Responsible for prospect/donor identification, cultivation, visitations, conducting program, events, solicitation campaigns; and the use of volunteer leaders: May recruit and train volunteers to network and solicit funds.

Develops and maintains procedures monitoring donations received and acknowledging donor and granting organization contributions. Prepares proposals, reports, letters, brochures and other written materials as needed and required by individual donors.

Some positions may require the individual to develop and manage such annual special events as ceremonial dinners, receptions, community and cultural outings. In such cases, coordinates the selection of honorees, guest invitations, seating, arrangements, menu selection, and entertainment. Additionally, oversees all logistical arrangements leading up to the event; as well as when the event

has been concluded.

Manager, Development/Fundraising (Outside DC Area) **(Job # 121)**

This individual is located outside the DC Metro area. Responsible for implementing approved strategies for new business development, and existing annual campaign efforts, designed to obtain funds from individuals, foundations, corporations, and governments. Assists in creating policies and strategies for achieving required financial goals.

Works with staff to identify potential donors through research, contact with existing donors, and other sources of information. Solicits current donors and prospects through presentations. This may be done in conjunction with staff and board members.

Supervises the development and preparation of grant proposals, reports to funders, solicitation materials, and other correspondence and printed matter that may be necessary to carry out solicitations and cultivations. Responsible for implementing fundraising efforts targeted to individual contributors.

Responsible for prospect/donor identification, cultivation, visitations, conducting program, events, solicitation campaigns; and the use of volunteer leaders: May recruit and train volunteers to network and solicit funds.

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Some positions may require the individual to develop and manage such annual special events as ceremonial dinners, receptions, community and cultural outings. In such cases, coordinates the selection of honorees, guest invitations, seating, arrangements, menu selection, and entertainment. Additionally, oversees all logistical arrangements leading up to the event; as well as when the event has been concluded.

Manager, Education (Job # 57)

Responsible for developing, implementing and managing educational programs and conferences to enhance the professional development of members.

Assists in identifying conference and workshop faculty and speakers; and working with them to develop and reproduce course materials and format presentations. This entails seeking outside reviewers for course drafts, editing final copy, printing materials, or having them reproduced as cassettes at sound studios; slide preparation at photographic studios; and packaging and shipping materials on-site. Occasionally field tests materials with selected reviewers/audiences before full scale release is authorized.

Manages the presentation of regional conferences/seminars/workshops at various sites. May personally make all meeting arrangements or work with the meetings planning unit to secure necessary facilities. This includes obtaining the appropriate property, securing sleeping and meeting rooms, meal and beverage selections, audio-visual equipment, developing publicity materials, registration procedures, on-site management and close-out activities.

Critiques materials used and presentation against established criteria for levels of effectiveness.

Submits recommendations.

Manager, Exhibits (Job # 59)

The primary responsibility of this position is exhibit shows promotion and management. General meeting responsibilities are secondary.

Responsible for determining the exhibit's scope and budget; setting fees; developing a promotional campaign along with the required brochures and materials, and compiling appropriate mailing lists. Continuously promotes shows through additional mailings, magazine advertising, and personal contacts to efforts in securing exhibitors. Responsible for maintaining the various activities and projects on schedule.

Negotiates with hotel personnel and local decorating firms to design and layout most desirable exhibit show area; as well as, contracting with local decorator, drayage, security and other supplier groups to provide needed services.

Corresponds and counsels with exhibitors concerning their booths, products and services; responds to and generally facilitates exhibitor inquiries and needs. In this connection develops, prepares, reproduces and distributes exhibit area floor plans, worksheets, service kits, order forms and exhibitor agreements. Compiles and distributes exhibitor lists every few weeks to keep all parties apprised of progress.

On-site, incumbent may select, train and supervise a small group of temporaries or staff members provide general assistance in the exhibit area. Oversees the setting up, operation and dismantling of the exhibit area. Serves as the organization's liaison to hotel staff, suppliers, exhibitors and members throughout the show. Resolves on-the-spot difficulties as they arise.

Prepares critique along with suggestions and recommendations on how to improve future exhibit shows; reviews and approves all bills and expenses incurred; prepares detailed financial report, and maintain exhibitor files, materials, records and statistics.

Manager, Human Resources (Job # 53)

Responsible for developing, implementing and managing the human resource/personnel efforts of the organization, including affirmative action and training programs.

Manager, Marketing (Job # 74)

Incorporates the promotion of members publications, books, meetings, educational materials, and various other products and services. Because membership promotion and retention are generally related to journal circulation, this individual usually integrates publications marketing and membership promotion into an overall strategy to enhance both activities.

Marketing activities include; direct mail and space advertising in publications, and the formulation and administration of the annual promotion budget. Responsible for suggestions on the marketability of new products and for coordination of design to achieve a unified organization image.

Provides promotional copywriting, setting basic graphics design parameters, and monitoring follow-

up on production for direct marketing materials.

Develops marketing strategies and media campaigns, serving as a consultant on product packaging, and assisting in the development of marketing research projects.

Gathers, organizes, and analyzes responses from direct mail campaigns. Develops and maintains current, efficient in-house mailing list files. Also responsible for making recommendations in the areas of potential markets, media selection, future marketing strategies, and creative strategies, based on statistical analyses of the response data.

Manages and implements long and short term membership directed marketing strategies and promotional activities in order to maximize the marketing efficiency, profitability, and opportunities of all organization divisions, departments and units.

This includes ongoing marketing research establishing promotional sales project procedures, establishing a continuing marketing strategy program for units, setting up a program to monitor competitive developments, developing new marketing techniques for publication products and services.

May also serve as advertising manager for those publications carrying advertising providing coordination with advertising agency and production representatives.

In some organizations, may be expected to administer the organization's fund-raising projects. Serves as the representative on fund-raising contracts. Provides information and support for fund-raising contracts; and may assist in developing purpose and goals of fund-raising program.

Manager, Printing (Job # 26)

This position may manage an in-house printing facility, however, its primary focus involves contracting out a large majority of the organization's printing/publishing needs to a variety of vendors and working extensively with outside parties and suppliers.

Coordinates and plans production schedules for the organization's printing program. Assists departments selecting an effective format, and identifying a mix of items that may comprise the printed package. Counsels departments on the best way to plan and present these items within the parameters of purpose, audience and budget. Also advises on the best insertion and collation order for mailings, and on pertinent postal requirements. May provide estimates on the extent of editorial review required for each project and the time needed to complete the editing process.

Establishes general production schedules and maintains contact on the progress of projects that move through the production cycle. Analyzes and resolves problems that may arise to insure delivery of a quality product within acceptable time frames.

Selects the most appropriate printing process suited for each job. Selects suppliers for art and design, printing, binding and mailing, judging their ability to meet standards of quality, service and cost economy.

Evaluates the timeliness and quality of materials and service, including layouts, art, mechanicals, proofs and sample mailing packages. Detects deviations from established standards and corrects them.

Conducts contract negotiations with suppliers. Reviews completed products and services and analyzes actual production schedules to evaluate whether or not current suppliers continue to meet organization standards.

Makes changes in purchasing agreements when they become appropriate. Also reviews the facilities

and services offered by vendors who have an interest in conducting business with the organization.

Manager, Public Relations (Job # 76)

Responsible for planning and coordinating a system of information dissemination to provide useful information to members, various audiences and the public; and to create a favorable image and response toward the organization and its constituencies. Information dissemination includes news releases, brochures, feature articles, press, radio, and television presentations, press conferences at national meetings and conferences, and published reports of organization programs and activities.

Collects and selects potential newsworthy information from various sources. Assesses what items/programs/issues might be publicized to receive maximum credit. Disseminates information through established media contacts and distribution channels. Maintains active contacts within the print and broadcast media to insure access whenever needed.

Coordinates news clipping services to assess effectiveness of news coverage of organization events and happenings.

Sets up and manages a press room at national and regional meetings and conferences. Contacts local media outlets to cover the meeting sessions, also provides guests/speakers to be interviewed by media representatives.

Writes, edits, selects illustrations and coordinates layout and editorial production for a range of public relations materials and publications. Responsible for content, accuracy of presentation and style.

Keeps abreast of member and public opinion trends that impact on the organization and its constituency. Analyzes and interprets trends for management, and makes recommendations.

May work with local or national advertising agencies to develop promotion/ad campaigns to be used by local/regional/national media sources. Serves as liaison to coordinate the scheduling of the campaign and to provide an organizational presence.

Manager, Standards (DC Area) (Job # 97)

This individual is located within the DC Metro Area. Responsible for addressing and monitoring issues, regulations and developments that impact on members in the areas of national and/or international standards within the industry/profession. Formulates positions to be presented to members, federal agencies and to appropriate U.S. and international standards organizations. Interfaces with various standards agencies and organizations, exchanges information, and acts as spokesperson for the organization's viewpoint and recommendations.

Takes an active role in seeking member/industry consensus; drafting and refining organization positions on standards issues; and making these viewpoints known to appropriate agency and standards organization officials.

Coordinates research projects, develops publications, and makes presentations to promote greater industry, government, national and international awareness recognition and use of standards. Develops procedures to be used by appropriate bodies in developing standards and specifications.

Interfaces with a number of national/international standards organizations of importance to the industry/ profession; to keep abreast of developments and emerging trends. Advocates cooperation in attaining greater standardization within the national and international community.

Serves as a central resource person, and as such responds to inquiries from members, government officials and the public seeking information and background data on standards issues, specifications and developments.

May contribute articles and news items to various publications highlighting issues and developments within own area of expertise and responsibility.

Manager, Standards (Outside DC Area) (Job # 122)

This individual is located outside the DC Metro area. Responsible for addressing and monitoring issues, regulations and developments that impact on members in the areas of national and/or international standards within the industry/profession. Formulates positions to be presented to members, federal agencies and to appropriate U.S. and international standards organizations. Interfaces with various standards agencies and organizations, exchanges information, and acts as spokesperson for the organization's viewpoint and recommendations.

Takes an active role in seeking member/industry consensus; drafting and refining organization positions on standards issues; and making these viewpoints known to appropriate agency and standards organization officials.

Coordinates research projects, develops publications, and makes presentations to promote greater industry, government, national and international awareness recognition and use of standards. Develops procedures to be used by appropriate bodies in developing standards and specifications.

Interfaces with a number of national/international standards organizations of importance to the industry/ profession; to keep abreast of developments and emerging trends. Advocates cooperation in attaining greater standardization within the national and international community.

Serves as a central resource person, and as such responds to inquiries from members, government officials and the public seeking information and background data on standards issues, specifications and developments.

May contribute articles and news items to various publications highlighting issues and developments within own area of expertise and responsibility.

Managing Editor (Job # 71)

This position requires the person to serve in a coordinating fashion to assemble, edit and publish one or more serial research publications based on articles received from guest authors. Articles generally are reviewed by outside editorial boards who pass on manuscript content. Generally, such journals do not carry advertising.

Responsible for planning and coordinating the editorial activities for manuscript processing from submission of papers through acceptance or rejection. Rejects manuscripts on the basis of reviewer comments; requests from authors revisions to manuscripts when necessary; accepts revised manuscripts and decides when further review is required. Insures availability of material for each issue of the publications. Provides liaison between editors and publications management.

Subordinates are responsible for processing manuscripts in accord with established procedures. Responsibilities include reviewing manuscripts in terms of style for editorial processing; choosing reviewers for manuscripts; communicating with editors on suggestions concerning technical points in

manuscripts; keeping aware of performance of reviewers; following up on reviewers' recommendations; checking manuscripts for completeness; and preparing monthly manuscript flow date and statistics.

May visit with each editor on a regular basis for the purpose of planning content and selecting manuscripts for publication. Prepares reports of editorial activities as required by editors and management.

Manuscript Editor (Job # 68)

Responsible for coordinating the manuscript review process of one or more publications. This includes corresponding with peer reviewers and authors in the request, receipt, and review of manuscripts; maintaining manuscript logging control; editing for general conformance to style procedures, and editing for consistency, grammar, punctuation, spelling, and printer marketings.

In this context assigns manuscripts to a prescribed group of peer reviewers based on their areas of specialization. Determines which revisions to accept based on editorial style procedures. Page proofs are edited and received a final review for overall image and impression before going into print. This entire process entails frequent contact with reviewers authors and printers to obtain materials and resolve problems in time to meet scheduling dates.

Collects articles ready by printing deadlines and assigns them to the next scheduled issue. May prepare table of contents and index page for each issue.

Meetings Planning Assistant (Job # 58)

Assists in the planning, scheduling, negotiating and coordination of all conferences/seminars and the organization's annual meeting/convention.

Confirms advance arrangements with hotel for guest room bloc, function/event rooms, complimentary services, and general purpose areas. Helps to develop program schedule setting times and meeting room allocations for receptions, meals, refreshment breaks, and concurrent workshop sessions.

Reviews promotional and registration materials for accuracy of informational items. Also responsible for placing attendee badge orders and for preparing, reproducing and distributing the registrant attendance lists at meetings.

Works with supervisor and sponsoring unit to develop a staging guide that details how each event/function is to be conducted. Provides unit and hotel with copies, continually advising them of changes and revisions.

Participates in negotiating with convention visitors bureau for temporary help and with various local suppliers/vendors for such things as; freight services; communication lines/equipment; furniture A/V equipment; printing and limousine transportation. Assists in negotiating rates for meal and beverage functions, and complimentary services based on price guidelines; makes preliminary menu selections and serving guarantees.

Travels on-site and consults with hotel and vendor officials to review staging guide and make last changes. Provides coordination to insure an efficient logistical operation. Takes initiative in resolving on-the-spot difficulties as they arises.

Oversees the packing and freighting of all materials, equipment and supplies; as well as the return of

all supplier leased items. Reconciles hotel accounts and approves for payment. May critique key hotel officials and department heads on the services/procedures provided.

Member Services Representative (Job # 18)

Responsible for providing prompt and accurate responses and information to all callers, concerning the organization's full range of products and services; and for generating the appropriate follow-up activity and fulfillment information to complete transactions.

Receives numerous, daily inquiries from members, subscribers, affiliates and the public on a variety of items and topics. These may be telephone or written inquiries, and responses may be by phone or in writing, as appropriate.

Accesses the member's file, as inquiries come in, provides the appropriate file/product/service information; updates and records the necessary information; generates fulfillment codes and labels for follow-up mailings of informational brochures; and drafts response correspondence which may include a patterned or tailored letter summarizing the inquiry and what action has been taken.

Performs necessary follow-up work in order to resolve the inquiry; this may entail additional discussions with staff, affiliate officials and outside providers/suppliers of the product/service, as well as conversations with the member. Has good knowledge of the data base system and its capability; knows the basic features of all products and services, and the proper provider/supplier; and is able to properly reference available product/service guides for additional information.

Knows when it is appropriate, by use of the member's data files, to suggest or invite the member to consider another product/service that is a logical extension of the member's inquiry.

May participate in telemarketing surveys; this can involve calling preselected members, working with a prepared script, and recording the responses in a predetermined manner; and compiling and formatting data for summary purposes.

Periodically performs a number of tasks within the office including, but not limited to: updating and purging product/service reference materials; changing coding data; reviewing correspondence and report files; and preparing listings and informational directories.

Office Assistant - A (Job # 12)

Assignments, although peculiar to a specific office/unit, are generally patterned or cyclical in nature. The procedures are well defined with prescribed guidelines existing for most transactions. Matters that deviate from these guides are referred to the supervisor.

Receives and reviews a variety of correspondence/documents/materials from staff, members, subscribers, suppliers and the public for completeness and accuracy of the information included. Sorts and classifies these by transaction category, date, code or other distinguishable designation.

Codes various documents/statements/records for identification purposes, preparatory to computer entry or for later tabulation. Keeps logs/records by date, category, and items processed to provide specific information on unit activities.

Receives, sorts and classifies correspondence/records/documents/publications/articles for filing. Retrieves materials and file folders as requested. Prepares new folders and repairs existing folder labels as needed. Periodically scans files and discards obsolete materials.

Reviews manually prepared or computer generated listings, reports, labels, and rosters for accuracy against source documents, making necessary corrections.

Responds to general inquiries over the phone or by preparing standard acknowledgments with proper enclosures. Opens, sorts and delivers incoming correspondence and interoffice mail to unit staff.

May perform incidental typing duties such as preparing form information, labels and record cards.

Office Assistant - B (Job # 13)

Normally performs many of the duties and tasks indicated for Office Assistant - A.

The primary difference at this level calls for the individual to search in a number of places and use different data bases and guide references to successfully complete transactions.

Oftentimes the individual must either request or seek out additional information from others to complete transactions. This usually involves interaction with others on the staff, members, outside suppliers and the general public.

Office Manager (Job # 7)

This position concerns itself with coordinating and/or administering many of the organization's central administrative processes, services and activities.

The individual is expected to perform the substantive part of each function relying on no more than several clerical employees to carry out regular routines and tasks Functions normally incorporated into this position include:

Mail Operations: The preparation and distribution of incoming mail; interoffice mail pick up and delivery; preparation of outgoing mail, including bulk mailings of printed material, and packaging.

Communications/Reception: The installation and general maintenance of central and individual office telephone equipment; central answering and reception services; publication/distribution of staff directories.

Printing/Reproduction: Securing such outside reproductive services as printing, word processing, and other related services; and coordinating all projects to completion.

Building Management Liaison: Lease arrangements; remodeling, repair and decorating; shipments and storage; heating/cooling monitoring.

Central Files: A central files system to accommodate storage/retrieval of documents; and for orderly retirement and/or destruction of records.

Purchasing: The purchase of office equipment, furniture and supplies; assisting staff in the selection of items; dispensing used equipment and furniture; and storage of supplies and materials.

Office Services: Scheduling of meeting rooms; messenger services; servicing minor repairs of furniture and equipment, and maintenance of reproduction copiers; monitoring vending machine units; and providing central typing assistance.

Personnel: Recruiting clerical/support staff; maintaining personnel and leave records, obtaining temporary help; processing personnel actions.

Payroll Assistant (Job # 37)

Prepares the organization's payroll, whether a computerized or manual system. Establishes and maintains staff payroll records, prepares entries and calculations on salary changes, overtime, leave without pay, various benefit plan deductions for local state and federal taxes and such special deductions as requested. Reconciles payroll roster and prepares monthly journal entries. Calculates and prepares the quarterly and yearly summary reports for FICA, workmen's unemployment and compensation reports. Responds to staff inquiries concerning payroll/salary matters.

In some organizations, may establish and maintain the staff leave records, periodically preparing and distributing summary reports showing usage and balances by leave category. Responds to staff inquiries.

May also maintain various employee benefit plan records on premium payments, plan participants and census report statistics. Calculates and prepares periodic premium payments due insurance carriers and updates participant roster reports. May brief new employees on benefit provisions, enroll them in the various plans and respond to staff inquiries concerning general benefit provisions.

Production Manager (Job # 69)

Program Assistant (Job # 47)

This is usually a composite position that encompasses certain secretarial, administrative, editorial/professional/technical functions.

The position is more apt to be found in offices with a few staff members where there is a need for a generalist approach to project/program administration. Some typical functions include:

Responding to inquiries dealing with substantive topics on unit programs including the composition and actual transcription of all necessary correspondence relating to such inquiries.

General coordination of unit conferences and seminars. This entails arrangements with hotel personnel regarding function and sleeping rooms, menu selections and supporting services; preparation and mailing of promotional and conference materials, and registering attendees; on-site supervision and assistance; and close down activities.

Writing assignments can range from the assembly and summarization of information to the development/revision of various booklets, pamphlets and brochures that address themselves to unit programs and services. In some cases the individual may be responsible for writing/editing/formatting a newsletter that deals with unit programs.

A companion function can be to collaborate with the in-house graphics department or outside printers to have these materials printed and distributed. This includes formatting and layout, composition, paper selection and initial approvals on art and design work.

Participation in basic unit research efforts. This can include the development of questionnaires and surveys; and the subsequent collection assembly, tabulation and analysis of the data; as well as, researching and drafting project findings.

In some situations this position may require the individual to monitor, and present information/reports on the status of various unit projects/programs; as well as providing information on project content, status and governing guidelines.

Program Director (Job # 95)

This position and that of Program Manager are described in contextual terms to accommodate those positions that deal specifically with programs and projects peculiar to the organization for which there are no apparent comparable jobs in other groups.

Most organizations have one or more positions that fit this description. Although there may not be direct job match ups with other groups, these positions have certain characteristics and functional patterns that make it possible to gather and use salary data for general reference purposes.

Positions at this level usually encompass a significant program or long term project that has importance and some visibility to the organization's constituency or satisfies a major organizational need.

These programs can be research oriented, ongoing studies, development and monitoring of industry standards and specifications, compilation and publication of studies, or tracking and reporting on special issues and trends.

These individuals usually have a level of expertise in their area that allows them to serve as staff liaison to member committees, special commissions, project teams and task forces. They may also serve as members of such groups within their respective fields or industry and possibly advise/serve on federal government and public commission or study groups.

In most cases these positions require the individual to have a degree in the practicing field; and many times an advanced degree including the doctorate level. In a number of cases these individuals are viewed as being expert in their area and therefore serve as a key resource person. Their advice and counsel is often sought by the staff, organization constituency, government and the public.

Program Manager (Job # 96)

These positions may report to a Program Director, or may stand alone within the organization. The scope of the work performed is normally narrower. The individual may be involved in overseeing the operational aspects of a special program area; managing several aspects of a program area; or heading up a project of limited duration or scope.

Participation in committees and the like, is more restrictive, as is the role of serving as a resource person; as well as, advisor and counselor in the field.

The educational attainment level may be and often is the same as that for Program Director.

Programmer (Job # 86)

Develops non-complex routines, under the direction of a major senior programmer, for the integration to a system, as required. Writes simple stand-alone report programs. Maintains production systems. Handles file manipulation and system utilities, as required.

Develops programming codes for projects defined by a systems analyst. Determines optimal choice of programming commands for performing the required functions. Follows system and program flowcharts in program development efforts. Documents programs as they are developed. Designs and develops small programs up as required. Handles non-complex programming requests such as tables and stand alone reports. Develops table look-ups and update routines.

Performs routine functions necessary within a project, such as running existing programs, assisting in the maintenance of production systems, editing existing programs, and writing small routines to assist in the program development effort. Assists in file maintenance and documentation efforts, and other tasks as required.

Programmer Analyst (Job # 87)

Develops and implements programs from sketchy instructions and diagrams. Is able to estimate realistic time frames. Designs programs and programming logic from system specifications. Makes decisions on programming approaches to problems. Interacts with systems analyst on large projects to determine best approach to systems design. Is involved in the design of small to medium size systems. May be called upon to make decisions on software selection. Develops, tests, and implements programs, and integrates systems as required. Is responsible for the debugging and updating of software. Assists systems analysts in the successful completion of a project. Is able to coordinate programming efforts.

Public Policy Analyst (DC Area) (Job # 79)

This individual is located within the DC Metro Area. Responsible for analyzing, formulating and monitoring issues and legislation at the federal, state and local levels; for assessing the impact of proposed public policy changes on members and the public at large; and for developing short and long range policy, and program strategy initiatives which advance the interest of members. The areas of interest can include but not be limited to general economic policy, taxation, budget, defense, health/medical, international, environmental and other issues as these affect the public and members in particular.

Much of the time is spent performing in-depth reviews and analyses of the issues involved. Factors taken into account include financial and legal implications, legislative and regulatory statutes; environmental impact; impact on the community, state or nation; and the effect on members. The review/analysis process normally incorporates the review of federal/state/local laws, regulations and ordinances; researching special reports and Congressional publications, and scholarly publications; discussions with other staff departments for input; conferring with federal and state legislators and agency officials to develop further information and discussions with professional and advocacy coalitions to gain knowledge of recent developments.

Prepares reports which address the various issues; offers available options outlining implications; may recommend best course of action along with back-up alternatives. Serves in advisory and fact-finding capacity to member groups, public officials and interested community groups. Occasionally prepares

and presents testimony before hearing committees and panels.

Public Policy Analyst (Outside DC Area) (Job # 123)

This individual is located outside the DC Metro area. Responsible for analyzing, formulating and monitoring issues and legislation at the federal, state and local levels; for assessing the impact of proposed public policy changes on members and the public at large; and for developing short and long range policy, and program strategy initiatives which advance the interest of members. The areas of interest can include but not be limited to general economic policy, taxation, budget, defense, health/medical, international, environmental and other issues as these affect the public and members in particular.

Much of the time is spent performing in-depth reviews and analyses of the issues involved. Factors taken into account include financial and legal implications, legislative and regulatory statutes; environmental impact; impact on the community, state or nation; and the effect on members. The review/analysis process normally incorporates the review of federal/state/local laws, regulations and ordinances; researching special reports and Congressional publications, and scholarly publications; discussions with other staff departments for input; conferring with federal and state legislators and agency officials to develop further information and discussions with professional and advocacy coalitions to gain knowledge of recent developments.

Prepares reports which address the various issues; offers available options outlining implications; may recommend best course of action along with back-up alternatives. Serves in advisory and fact-finding capacity to member groups, public officials and interested community groups. Occasionally prepares and presents testimony before hearing committees and panels.

Purchasing Assistant (Job # 43)

Purchasing transactions can include supplies and stationery, library books and publications, office equipment and repairs, furniture and decorations, printshop and copier machine supplies.

Reviews requisitions for unclear or incomplete items, checks against established authorization limits and necessary supervisory approval, and forwards approved copies to vendors/suppliers. Follows up on late, overdue, or incomplete shipments to determine cause of delay and action to be taken.

May meet with local stationery and office supplies vendors to fill requisitions replenishing low stock inventory, following up on back orders and correcting bills.

May meet with various vendors who call to review their product lines, check quality and price, secure revisions to price lists, obtain promotional literature for reference file; and where feasible, test new commonly used product lines to determine their suitability for future purchase.

Reviews deliveries and shipments for adherence to purchase specifications. Follows up on incomplete, damaged or incorrect shipments. Reviews invoices for accuracy and clears purchase for payment. Establishes and maintains inventory and property records. Alerts supervisor when inventories reach reordering levels.

Assigns property codes and tags to all furniture, equipment, machinery and other furnishings.

Receptionist (Job # 1)

This position can be located in the organization's building lobby or in a central floor location. Serves as the organization's main receptionist, greeting all visitors.

Provides assistance by inquiring as to the nature of the visit and directing the individual to the appropriate office/person.

In some instances, must develop a line of questioning until enough information has been obtained to properly direct or answer an inquiry. In addition, usually serves as the central telephone operator answering all calls. Determines the nature of the calls and refers them to the proper individual or office. Is expected to give assistance by developing ample information on vague inquiries in order to refer the call properly. Unanswered office phone calls may be rolled back to the receptionist in which case answers the lines and takes messages. Other responsibilities that are sometimes incorporated into this position include; light typing for various units; reconciling telephone billing statements; opening and sorting incoming mail; scheduling messenger deliveries and pick-up; maintaining phone listings, floor and building directories current; scheduling conference rooms for staff meetings; and sending and receiving fax and teletype messages.

Reproduction Equipment Operator (Job # 30)

Individuals in this position operate high speed electronically controlled copying equipment. No offset printing equipment is used in this position.

Sets up and runs high speed copiers. Adjusts electronic controls for image positioning, reduction or enlargement, quantity, and on-line binding requirements. Maintains equipment and performs most repairs as trained by manufacturer. Spot checks jobs for general positioning and imaging and takes corrective action as needed. May be expected to operate basic bindery equipment to complete jobs. Keeps copiers and surrounding area neat and clean at all times.

Also, logs in jobs and print labels for distribution, keeps reports of inventory and utilization, placing routine orders for paper or supplies, and placing calls for major repairs.

Research Assistant (Job # 80)

Performs a number of basic research functions and activities that facilitate the research effort of staff researchers who conduct - studies on a wide variety of subjects, issues, and special projects.

Conducts a number of specific statistical analyses on one or more segments of a research project(s). Uses a variety of standard and customized statistical software packages to accomplish these tasks which include; data entry and extraction, data conversion, manipulation, retrieval, editing, documentation, and formatting charts, graphic displays and tables. May access a number of identified databases to compile and assemble data and information in order to complete assignments.

Conducts literature searches in various national/international publications to identify articles and other information that can provide pertinent data in support of research projects. Incorporates such information into project's bibliographic and reference files. In some instances this may require translating such items into a more understandable format and presentation.

Documents and establishes files on all statistical analyses performed indicating methodology,

variations in manipulation of data and resource materials used for future referencing and in support of results obtained. Periodically, may be asked to assist in preparing and formatting various survey instruments and materials, and data entry programs to accept specified information.

May also be asked to prepare summaries of selected articles and reports pertaining to a project as identified through literature searches.

Research Associate (Job # 81)

Primary effort is directed toward developing pertinent background research which contributes to the greater understanding of conditions, issues and trends impacting on a wide range of projects, subjects and topics; and to preparing summaries and analyses on these areas. The research is basic in drafting background papers for submission to Federal agencies, Congressional testimony, articles, speeches, learned publications, conferences, or for answering staff, member and public inquiries.

Prepares a preliminary outline of the project to determine an appropriate methodology. Such research may involve developing a historical perspective; identifying prevailing social and economic conditions; outlining legislative considerations; regulatory impact; international involvement in issues; and future trends and implications.

Also researches topics by discussing them with various officials, academics, allied groups, congressional committees, staff and by reviewing newspapers, publications, various legislative and regulatory reports, surveys and summaries. Provides an analysis of the data developed along with interpretations. May indicate recommendations that are supportive of the organization's position.

Performs other research/writing assignments on a regular or periodic basis including: preparing articles for organization publications, Congressional testimony, developing statistics and other data for use in booklets, press releases and fact sheets in support of organization issues.

Research Fellow (Job # 82)

This position is generally found in organizations with a strong research orientation.

Individuals in this position have conducted some independent research in their field over time and have acquired some breadth of expertise in their area(s) of interest. Their experience can have been gained in academia, the public sector, business or in the international arena; or a combination of these exposures.

Although job responsibilities may be clearly defined, the individual usually has ample latitude to pursue and search out different paths of inquiry within the parameters outlined.

A major accountability of such a position is to report out what the individual has accomplished over a period of time. What has his/her inquiries, research, studies and travel have shown.

These findings can be brought out in a number of ways. The individual can author, solely or in collaboration with others, a book, report, or journal articles. Another way might be to present the findings in a symposium setting, a series of seminars, or as testimony before congressional hearings and regulatory bodies.

Another aspect of this position calls for the individual to serve in the capacity of resident expert in one or more areas. Frequent consultations and appearances at meetings are common. Discussion of recent findings, or developments; their analyses, interpretation, and impact are usually the main focus of

such gatherings.

Individuals occupying such positions normally have an extensive educational background and advanced degrees are the norm with doctoral and post doctoral work being a common occurrence.

Secretary - A (Job # 2)

May work for more than one managerial/professional staff member. Reports administratively to the senior staff member within the unit. Is expected to establish general priorities in completing assignments, and in following the instructions outlined by the assignment originator.

Scans and sorts incoming mail and interoffice correspondence into priority categories; notes items of interest based on current projects; may retrieve and attach background material before forwarding.

Responds directly to requests for distributive materials and general information. Occasionally drafts replies on routine matters for staff members' signatures.

Transcribes from notes, tapes and handwritten drafts in both draft and final format a variety of documentation including; correspondence, agendas, releases, minutes, speeches, testimony, legal briefs, position papers and reports, charts and tables. Edits for grammar, punctuation, spelling and general sentence structure.

Screens incoming calls not specifically directed to staff members. Answers inquiries on routine matters, referring others to appropriate staff member or department. Takes messages in someone's absence. Makes tentative appointments, clearing these with staff before confirming.

Greets callers to the office, ascertains their business and announces them to appropriate party. Makes travel arrangements.

Maintains the office's working, publication, and subject files current by filing and retrieving material, establishing new folders and sections as needed, and periodically purging files of outdated materials.

Secretary - B (Job # 3)

In addition to performing all the assignments of Secretary A, this individual is involved in facilitating the supervisor's committee assignments. In most cases performs assignments for one professional staff member.

Spends an appreciable period of time using a personal computer to initiate, process and complete assignments. In some instances operates within an automated office system making it possible to exchange data and information with other departments via computer networks using various databases.

Assignments include electronic mail, filing, message and appointment scheduling, word processing, tracking projects, program management, assembling data and formatting reports. Chan preparation and graphics may be required. Preparing calculations and using formulas may be required in some positions. Some positions may include desktop publishing projects.

Provides general and logistical support to one or more standing and ad hoc committees served by supervisor, who acts as staff liaison while the secretary provides the necessary backup services. These include: preparing mailing lists, information releases and agendas; assembling agenda books which entails working with the printshop to reproduce, bind and package these for delivery; arranging for

meeting rooms, meals, coffee breaks, audio-visual equipment and supplies; and making travel arrangements for staff.

In the case of in-town meetings, occasionally, attends sessions to take and transcribe notes for minutes and chairperson's reports. Assists in resolving on-the-spot difficulties; and in resolving hotel reservation questions and making travel changes as requested.

For out-of-town meetings, works with selected hotels via phone and correspondence to make arrangements for meeting and sleeping rooms, to select menus, and to arrange for audio-visual equipment, materials and supplies.

May travel to annual conference/convention and coordinate arrangements and logistics for assigned committees sessions. Attends meeting sessions to see that committee proceedings go smoothly. Takes and may transcribe session notes, minutes and chairperson's report.

Senior Research Fellow (Job # 83)

Everything that has been indicated for the job of Fellow applies to Senior Fellow, but to a greater degree. The individual's total career experiences, in whatever field(s) of endeavor, are both broader and deeper gained over a longer period of time. The freedom to inquire, explore and act is broader and more independent. The resources normally allocated to these positions are greater.

In most instances Senior Fellows have some preeminence in their field(s). Because of this, they are often times asked to lecture and speak before various groups and to write for various audiences.

Its not uncommon for Senior Fellows to serve as advisors to various educational and research institutions, congress, regulatory agencies, the executive branch of government, and international bodies.

Social Worker - Bachelors Level (Job # 135)

Helps counsel and provide resources to clients to address educational, social, behavioral, medical, or other issues. Interviews clients to assess social and emotional capabilities. Consults with other professionals and families to determine causes of problems and identify courses of action for the client to pursue. Refers clients to other community resources when needed. Typical Requirements: Bachelor's degree in social work and license plus one to three years of related experience.

Social Worker - Masters Level (Job # 134)

Counsels clients and helps them address educational, social, behavioral, medical, or other issues. Works with clients to identify causes and possible solutions, and helps them pursue the best course of action. Conducts assessments, maintain case notes, and refers clients to other community resources when needed. Typical Requirements: Master's degree in social work and license plus three to five years of related experience.

Staff Accountant (Job # 39)

Responsible for implementing accepted accounting principles and procedures in performing or reviewing the accounting transactions of others.

Areas of activity include accounts receivables and payables, cash receipts, payroll, general and subsidiary ledger entries, financial report preparation and reconciliation, bank statements, budget reporting, tax statement reports.

Responsible for preparing summary daily entries to the general ledger and various subsidiary ledgers. Reconciles with source documents/transactions to insure accuracy. Resolves any discrepancies that may arise.

Reviews and balances all monthly accounts. Prepares monthly financial statements and assists in developing all year end reports. Prepares quarterly and yearly tax reports for various state and federal jurisdictions; as well as, any special reportings requested.

May assist in the preparation of the annual budget by assembling initial data and reviewing data compiled by various units; monitoring monthly and quarterly budget summary reports, developing information when actual expenses vary appreciably from budget estimates.

Assists auditors by supplying necessary data and information in preparation of the annual audit.

Staff Artist (Job # 70)

Provides artistic and graphic services to the organization's publications program.

On occasion artwork may be provided to assist other units in completing printing projects.

Artwork typically includes sketches, graphs, structural diagrams and other illustrative materials for news and feature articles, magazine and book covers. Responsible for producing artwork in conformity with design and mechanical standards, and with the style of the publication.

May prepare design to artwork in accord with specifications. Draws finished design from rough or detailed sketches for magazine and book covers, promotional ads, news and feature articles. Prepares drawings and determines the use of space in relation to the various parts and overall layout of the publications. Reads editorial material to enhance concept in illustrations of subject matter. As assigned, assists in page layout preparations.

Prepares, trims, and arranges pictures and drawings to fit space position, and determines the use of space to present a balanced spread of text and art work. Also prepares dummy and layout for sections of magazines, mounts printed copy and illustrations on layout. Reviews editorial content to enhance concept in illustrations of subject matter.

Consults with editors on illustrations, as necessary. Assists staff on production requests, generally defining technical requirements, and suggesting approaches to fulfilling specific requests. Works with outside graphic services as type setters, printers and design firms to obtain desired results.

Staff Attorney (DC Area) (Job # 93)

This individual is located within the DC Metro Area. The individual in this position functions as a practicing attorney including presenting cases before the bar. If the organization retains outside counsel, the position serves as staff liaison to the general counsel firm; as well as, to other law firms that may periodically provide legal expertise in special areas.

Reviews all organizational documents that have legal significance, offering opinions and suggestions on how they might be modified to enhance the organization's position legally.

Researches, prepares, files and presents all documents and papers dealing with the organization's corporate affairs. Establishes and monitors schedule to see that all filings and submissions conform to published guidelines and dates.

Oversees the preparation and filing of all corporate tax reports and financial documents to insure compliance with the law. Monitors changes in the tax codes, reviewing these with the finance office and the auditing firm where necessary.

If the organization owns real estate, is instrumental in conducting the various transactions associated with buying and selling property; developing leases for renting space to tenants; contracting with firms to provide management services; and monitoring real estate taxes. In the case where the organization is a building tenant, reviews lease agreements, negotiating or recommending various conditions and services to be included in the lease.

In this regard reviews all contractual agreements ranging from the purchase of furniture and equipment to copyright and trademark filings to insure adequate protection and consideration for the organization's rights.

Some organizations, because of their stated mission, deal regularly with the courts in various jurisdictions. In such instances, the individual may research, prepare, file and present to the courts legal opinions, complains, grievances and petitions supporting the organization's position relative to its stated objectives; or in the interest of its constituency.

May be asked to render opinions on legislative and regulatory issues, as these might impact on the organization as a legal entity and its members. Also may contribute to testimony indicating legal considerations that should be taken under advisement.

Staff Attorney (Outside DC Area) (Job # 124)

This individual is located outside the DC Metro area. The individual in this position functions as a practicing attorney including presenting cases before the bar. If the organization retains outside counsel, the position serves as staff liaison to the general counsel firm; as well as, to other law firms that may periodically provide legal expertise in special areas.

Reviews all organizational documents that have legal significance, offering opinions and suggestions on how they might be modified to enhance the organization's position legally.

Researches, prepares, files and presents all documents and papers dealing with the organization's corporate affairs. Establishes and monitors schedule to see that all filings and submissions conform to published guidelines and dates.

Oversees the preparation and filing of all corporate tax reports and financial documents to insure compliance with the law. Monitors changes in the tax codes, reviewing these with the finance office

and the auditing firm where necessary.

If the organization owns real estate, is instrumental in conducting the various transactions associated with buying and selling property; developing leases for renting space to tenants; contracting with firms to provide management services; and monitoring real estate taxes. In the case where the organization is a building tenant, reviews lease agreements, negotiating or recommending various conditions and services to be included in the lease.

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Staff Economist (Job # 84)

A primary responsibility is to compile, analyze, and disseminate a variety of economic information required to specify and answer analytical and strategic questions on various government/public, industry issues. This work includes the preparation of research papers, issue papers, and background papers to support the organization in the definition of government/public goals, establishment of priorities, and evaluation of alternatives, and formulation of strategy.

Undertakes research projects ranging from short term data collection to longer run projects involving extensive independent analysis. For more extensive research projects, assists in determining the nature and complexity of issues for study and surveys available information and previous studies of me issues. Develops and recommends a research methodology for projects carried out within the unit.

Assists in communicating the results of research studies to groups both inside and outside the organization. This may take the form of internal memos, issue papers, written reports, articles in publications, outlines of testimony, written testimony to be presented to legislative or regulatory bodies, meetings with staff and members committees, and speeches.

Staff Librarian (Job # 55)

Serves as the primary contact on requests for information, both technical and non-technical, from within and outside the organization. Information requests are received by telephone, correspondence, or made in person.

Assists in maintaining the library collection of books and publications; assists staff in locating and obtaining materials; describes or demonstrates procedures for searching catalog system and shelf collection; searches catalog files and shelves to locate requested information; arranges display of publications; and provides information on library services.

Can select reference works and periodicals for purchase as appropriate; fulfills purchase orders for publications; compiles information of new acquisitions; and makes arrangements for interlibrary

loans. Searches available reference materials to fulfill requests for information, or refers requests to other organizations as appropriate.

Assists in classifying and cataloging new acquisitions, preparing the necessary indexing and tagging materials. May do some original classification as requested.

Staff Writer (Job # 77)

This position is most often found in the public relations unit of an organization; but may be housed elsewhere.

Responsible for researching, writing, interpreting and disseminating news and information about the organization, its programs and activities to the media. Congressional and government offices, and various publics and; for performing other general writing-editing assignments.

Writes and edits news releases, special articles for trade and daily press, issued-oriented booklets, research projects, and other literature as requested, such as speeches, action proposals, testimony and magazine articles.

Responsible for collecting and selecting potential newsworthy information from various sources. Assesses what areas and events might be publicized to receive maximum credit to the organization and its industry/members. Monitors newspapers, magazines, television, trade publications, newsletters and other source materials; maintains own source files of contacts and background materials.

Reviews news clippings received through clipping services to assess effectiveness of news services publicity efforts. Assists in planning for news releases distribution and other printed materials; assists in compiling and maintaining media contact lists. Assists in the operation of the press room and press conferences at meeting sites, generally providing information beneficial to media representatives and news coverage.

Supervisor, Accounting (Job # 38)

Normally supervises the daily operations of an accounting unit i.e., payables, receivables, and cash receipts. When necessary, the incumbent assumes some of the workload to reduce peak periods or during staff absences.

Reviews disbursement transactions for properly authorized signatures, supporting documents and coding procedures before preparing checks. Oversees staff payroll procedures to insure proper overtime and leave credits; changes for various deductions; for FICA and unemployment taxes.

Reviews daily receipt reports, and all source documents for correct totals, coding, account credits and deposit slip preparation before deposit of funds to the bank and entry into accounting system.

Responsible for controlling daily cash balances to insure that adequate funds are available to cover expenditures and for recommending the timing and level of cash transfers.

Daily, inputs own journal entries and checks those entered by others for accuracy. Reviews monthly journal printout reports for discrepancies, reconciles receipt and payable balances and may prepare monthly financial statements.

Monthly, extracts and summarizes financial information to prepare the monthly financial statements.

Supervisor, Data Entry (Job # 25)

This position may operate in either a centralized or decentralized environment. In a decentralized setting the routines, procedures and standards will be similar, but the individual will float between various department units.

Supervises work flow of data entry materials distributed for input to the various data bases from several terminals located in the departments. Trains data entry operators as necessary to the operations of the administrative support systems and in the various program systems. May participate in selecting operators for the various units.

Participates with user departments in defining and developing special requirements, projects and specifications for efficient processing of information.

Reviews audit trails of daily activity for accuracy, researches and reenters corrected information or advises appropriate department personnel of corrective action to be taken. Insures timely correction of errors, correct use of data transactions, codes, and completion of tasks.

Maintains receipt control log of computer access words and their authorized release, as developed and implemented. Maintains work control and operations logs and assigns work according to priority and workload.

Supervisor, Mail Operations (Job # 17)

Responsible for supervising a mail operations unit employing a group of mail/messenger clerks. The unit processes all classes of mail (domestic and foreign) including; regular, air and special delivery, parcel post/United Parcel, special and air freight. May also assist in coordinating bulk mailings for the organization which entail the assembly, collation and inserting of enclosures, labeling and metering envelopes.

Additionally, responsible for the delivery and pickup of interoffice mail/correspondence; and for providing messenger services, either personal or by licensed vendors to pickup and deliver documents/materials around the area.

Responsible for establishing pickup and delivery schedules and routines; the daily recording of mail processed; assigning mail clerks to tasks to maintain even work distribution levels; for maintaining and servicing postal machines/equipment; seeing that postage is paid; and maintaining proper levels of all needed supplies and materials.

Supervisor, Subscription Fulfillment (Job # 22)

Supervises the organization's subscription fulfillment program and operations. This encompasses all member dues renewals and member and nonmember subscriptions, using an automated data base fulfillment system. Responsibilities include data entry, file maintenance, quality control, publication member and nonmember billing, reports, mailing lists, statistics, and postal regulations. Works with MIS staff in design of invoices and member renewal forms to meet postal regulations and computer specifications.

Responds to staff and member requests for various member and subscription statistical reports and listings. Provides statistical analyses support as requested. Responsible for administering the

preparation of monthly and complimentary labels for mailing.

Coordinates annual member renewal package. Reviews technical specifications, pricing information, and arranges for production and timely mailing with outside contractors. Also, monitors appropriate intervals between renewal mailings and coordinates these.

May assist in the preparation of the organization's membership directory, and is responsible for all aspects of production, including preparation of tapes for transfer to outside contractors. Some jobs may require, the individual to organize and coordinate mail house services for all major departmental mailings.

Assists in budget analysis and preparation. Maintains expenses files and monitors monthly budget statements to ensure prudent fiscal management of subscriptions unit.

May approve requests for rental of organization's membership lists and maintains rental statistics.

Systems Analyst (Job # 88)

Often times serves as a translator and interpreter between the user departments and data processing personnel. Must understand and interpret the user's requirements in order to design a system that will accomplish the intended purpose, while at the same time translating the process for the programmers/analysts so they can develop the necessary programming techniques.

Works with user departments to advise and explore the feasibility of designing automated data systems to accommodate various program area needs, or to further improve/expand existing systems for greater information retrieval. Develops detailed plans indicating system design - establishes milestone, developmental cost (both hardware and manpower), annual projection cost and completion dates.

In designing a system, develops approaches which include the most efficient way to design the system based on the latest technology in the field; the computer's capability/limitations; how the application can be integrated in other existing systems where possible, and make recommendations accordingly; and provide the ability to accommodate future expansion with minimal modification.

Writes programming specifications outlining the many bases that the program must consider. Accompanying the specifications will be all file (inputs, outputs and work files) formats with detail descriptions and meanings of all data elements. Also included will be systems flow, depicting the total system and the program system and the program by program relationship with the associates hardware components.

Interfaces with the programming staff to make them aware of the progress and current thinking on the project. This affords the opportunity to exchange ideas, verifying assumptions and check on the feasibility of the design.

In considering new systems or changes to existing systems, insures that program specifications are maintained in an up-to-date state and that departmental standards are adhered to. Is expected to maintain and make recommendations for changes and updates to departmental standards. Maintain the systems schedule of current and projected projects.

Teacher (K-12) (Job # 125)

Develops and implements grade-appropriate curricula to meet the academic and other needs of

children in a K-12 classroom setting. Ensures safety and health of students. Participates in development and implementation of IEPs for specific students, as needed. Assesses and documents students' progress. May participate in implementing therapeutic programs for students. May supervise teaching assistant(s). Typical Requirements: Bachelor's degree and State Teaching Certificate for assigned grade level.

Teaching Assistant (K-12) (Job # 126)

Assists the teacher in implementing educational plans and curricula in a classroom with special emphasis on maintenance of discipline and one-on-one tutoring. Reviews lesson plans with teacher to contribute information and ideas as appropriate. Supervises and works with students in small group learning situations. Implements behavior management techniques. Corrects/grades completed work.

Trainer (Adult Education) (Job # 129)

Determines the needs of adult clients and develops/implements appropriate curricula to meet those needs. Conducts educational sessions with adult clients to improve skills and functioning. Responsible for providing classroom and/or on-the-job instruction. May provide on-the-job training to clients transitioning to employment.

Trainer Assistant (Adult Education) (Job # 130)

Assists trainer in conducting educational sessions with adult clients to improve skills and functioning. Responsible for providing classroom and/or on-the-job instruction. May provide on-the-job training to clients transitioning to employment.