



Pearl Meyer

2023 Job Titling Practices
Survey Report

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Executive Summary

Four hundred and four organizations provided information for the Pearl Meyer 2023 report on job titling practices, an 84% increase from the most recent report in 2018. A few of the highlights are summarized below.

Job Titling Philosophy

- 80% of organizations assign working job titles and these assigned job titles or something similar is also displayed on the employee's business card. Sixteen percent of employees are provided some latitude in determining their external or working title.
- 86% of organizations found job titles to be important and expect these to convey an employee's level of authority and area responsibility.

Communication

- Over 86% of organizations issue an organization-wide announcement of executive promotions. In general, the higher an employee is in the organizational hierarchy, the broader the communication of promotions.
- For individual contributors, more than 45% of promotions are communicated by the manager to the employee, with no further communication within the organization.

Title Prevalence

- The most prevalent titles reporting to the CEO are Executive Vice President (33%), Senior Vice President (15%), and President (Group/Business/Unit/Function) (11%).
- For direct reports to direct reports of the CEO, the most prevalent title is Senior Vice President (30%), followed by Vice President (20%), followed by Director (12%).

Titling Practices

- Many organizations report using traditional people management titles for employees in individual contributor roles including Manager (82%), Director (55%), and Vice President (50%).

Hot Topics in Job Titling

- Over 15% of organizations have used unconventional or nontraditional job titles.
- The number of title levels within roles decreases consistently the higher an employee is within the organizational hierarchy. Support roles have 12 title levels, Professional Individual Contributor roles have 9, Management roles have 6, and Executive roles have 4.

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

Job Titling Practices Survey

Uses / Drivers of Job Titles	Firm Size (Revenue / Assets / Operating Budget)					
	Total	Under \$300 million	\$300 million to less than \$1 billion	\$1 billion to less than \$3 billion	\$3 billion to less than \$10 billion	\$10 billion or greater
Number of Firms Reporting	404	86	70	80	78	90
Uses / Drivers of Job Titles (Check all that apply)						
Accurately convey the organizational hierarchy	76.5%	72.6%	78.6%	75.3%	76.6%	79.5%
Accurately reflect the employee's role	92.9%	98.8%	91.4%	89.6%	94.8%	
Attract prospective employees	54.0%	48.8%	50.0%	49.4%		
Reward current employees	32.6%	35.7%	41.4%			
Retain current employees	36.9%	40.5%				
Recognize / reward employees when funds are limited	12.1%					
Make employees feel better						
Support the salary system						
De						

Job Titling Practices Survey

Participant Demographics	Total	Firm Size (Revenue / Assets / Operating Budget)				
	All Firms	Under \$300 million	\$300 million to less than \$1 billion	\$1 billion to less than \$3 billion	\$3 billion to less than \$10 billion	\$10 billion or greater
Number of Firms Reporting	404	86	70	80	78	90
Form of Ownership						
Publicly Held; For Profit	36.1%	1.2%	22.9%	30.0%	47.4%	75.6%
Closely Held; For Profit	1.2%	1.2%	2.9%	2.5%	0.0%	0.0%
Privately Held; For Profit	40.6%	59.3%	54.3%	45.0%	29.5%	
Tax Exempt or Government Chartered, including 501(c)(3), FFRDC	22.0%	38.4%	20.0%	22.5%		
Revenue / Assets / Operating Budget						
Under \$100 million	12.6%	59.3%	0.0%			
\$100 million to less than \$300 million	8.7%	40.7%				
\$300 million to less than \$1 billion	17.3%					
\$1 billion to less than \$3 billion						
\$3 billion to less than \$10 billion						
\$10 billion to less than \$20 billion						
\$20 billion or greater						

About Pearl Meyer

Pearl Meyer is the leading advisor to boards and senior management on the alignment of executive compensation with business and leadership strategy, making pay programs a powerful catalyst for value creation and competitive advantage. Pearl Meyer's global clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private companies to the Fortune 500. The firm has offices in Atlanta, Boston, Charlotte, Chicago, Houston, Los Angeles, New York, and San Jose.

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