



Section 9

◆ *2017 CEL National Compensation Survey – Position Descriptions*

Corporate/Specialization Matching to Position ID					Typical Min. Yrs of Career Experience	POSITION DESCRIPTION
Sr Exec/ Corp/Fin/ Acct	Office/ Indus	Resi- dential	Retail	Invest/ Fund Mgt/ Advisor	# – # or More	SENIOR EXECUTIVE
1					15–20	Chairman of the Board (not CEO) - Individual acting only as Chairman of the Board of Directors, and not holding any other executive position or role in the company.
2					15–20	Chief Executive Officer - The highest ranking company executive officer. Responsible for leading/guiding the company; serves as the Chair of the Executive Committee and may also serve as the Chairman of the Board; sets policy, long and short term strategies and objectives; directs investment policy; oversees financial decisions; leads new business activities and ventures; and oversees day-to-day company operations.
3					15–20	President - The highest ranking company operating executive, but not with CEO title. Responsible for leading/guiding company operations; implements operating and financial policy; approves operating procedures, with the concurrence of the CEO, Board of Directors or Owner(s); guides implementation of financial and investment decisions; participates in new business activities and ventures; directs strategic and operating plan development; and manages all day-to-day company functions.
4					12–15	Chief Operating Officer - Responsible for the operating departments of the company. Recommends policies and procedures and ensures all operating divisions/departments of the company are running effectively. Reports to the company President or CEO, and may or may not have CFO as a direct report. Also may be responsible for all of the various administrative functions of the company (or a CAO).
5					15–20	Chief Investment Officer - Top officer responsible for investment process, evaluation and decisions. Identifies, directs due diligence/underwriting, negotiates and recommends acquisitions of and/or investment in real estate properties, portfolios and other income or value-creating opportunities/ventures. May also be involved with raising equity and/or securing financing. Works (or may chair) with the internal Committee for approval of investments (Executive or Investment Committee), and recommendations to the Board.
6					15–20	Chief Financial Officer (CFO) - Top officer responsible for the financial strategy and structure of the company with CEO and COO. Directs all personnel related to accounting, treasury, and all financial management activities within the company. Directs all financing transactions (public or private). Supervises the Controller, payroll, tax, financial reporting, lender/banking relations, fund/investor relationships, and partnership accounting functions. Closely monitors the company's cash position, identifies underperforming areas, is involved with/supports transactions, sets accounting and reporting policy, and oversees the preparation of all internal and external financial reports. Communicates regularly with investors and major capital partners.
7					12–15	Chief Accounting Officer - Senior executive responsible for accounting functions, policy, procedures and compliance. Directs payroll, cost accounting, general accounting and directs all systems and processes related to accounting and internal financial control.
8					15–20	Chief Administrative Officer - Directs all administrative functions which support company operations, including administrative support, human resources, information systems, public relations, and may also oversee marketing, investor relations, organizational development, training, leadership development, and in some organizations, the internal legal function.

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Sr Exec/ Corp/Fin/ Acct	Office/ Indus	Resi- dential	Retail	Invest/ Fund Mgt/ Advisor		EXECUTIVE
	52	95	142		15–20	Top Division Executive - Generally has company-wide functional responsibility for a particular business unit (profit center), product or service area such as: Retail, Office, Industrial, Residential, Real Estate Services, Transaction Services, and usually has the title of Division President, Executive Managing Director, National Partner or Executive, or Senior Vice President. Has functional responsibility for bottom line results which involves setting strategic direction; monitoring/directing specific divisional activities (e.g., management, investment, leasing, development, property services, etc.); establishing and implementing the business plan, new business development, and quality assurance and compliance activities.
	53	96	143		10–15	Top Regional Executive - Comparable to the Top Division Executive, this individual has geographic responsibility (e.g., may be called President-Midwest Region, Midwest Partner, or Director of Atlanta Region). Coordinates and/or directs multiple business activities in a geographic area.
9					15–20	Top Capital Markets Executive - Top executive with specific responsibility for monitoring capital markets as related to equity capital, fund investment/formation, debt markets and structures (corporate and property level), and maintains strong contacts with investment conduits, investment sources, and/or individual investors, providing feedback to other company management regarding capital market trends, rates and structures, sources, supporting decision making and strategy.
10					15–20	General Counsel - Top internal company legal strategist, resource and executive. Also responsible for selecting and monitoring all outside attorneys and/or law firms, and is involved in all legal matters (i.e., litigation, transactions, partnerships, joint ventures, terminations, compliance, tax, etc.) pertaining to the company. Oversees Board/governance procedures/policy, and Corporate Secretary function. Sets and coordinates policies for such matters as leases, evictions, legal agreements and contracts, and other regulatory issues. Supports all human resource matters, policy and compliance.
11					10–15	Top Marketing Executive - Top executive engaged in the development and implementation of marketing strategy for the company, or potentially also a large real estate project. Works with external resources to develop strategy and marketing campaign components encompassing print, media, social media and internet (website) related elements. Generally also involved in company image and branding, including logo and firm identity programs and advertising. In some companies may also direct market research.
12					10–15	Top IT Executive/Director - Responsible for recommending, selecting, maintaining, and upgrading/sustaining the company's hardware and software platforms and support systems. Provides documentation, training, policy and procedures for security. Works closely with the CFO (and other functional leaders) on report production needs, access issues and data storage/retrieval. Oversees the maintenance of the company's databases (external and internal), as well as internet and telecommunication.
13					10–15	Top Corporate Communications/Investor Relations Executive - Responsible for external communications, public relations releases, newsletters, investor mailings/inquiries, special brochures/marketing material dissemination, corporate level government relations, investor relations programs. In smaller companies, may be also be involved in Marketing as related to: logo and firm identity program, marketing programs and materials, and advertising. May be called Vice President or Director/Manager of Communications.
14					15–20	Top Research Executive/Director - Responsible for compiling, developing, maintaining and monitoring all economic, demographic, market, product and competitor trends, comparative databases, and other supply, demand, pricing and market trend information as needed for internal reporting, tracking and use. May produce market trends reports for general marketing purposes.

2017 National Real Estate Compensation & Benefits Survey

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15					15–20	Top Business Development Executive - Responsible for the development and evaluation of potential new investment and revenue sources including: strategic investments, property management, tenants, real estate services, development opportunities, BTS and joint ventures. Also involved in communications/marketing activities related to prospective clients. Coordinates major new business presentations, builds company image/identity, builds brand equity, contributes to advertising programs, maintains and seeks to expand existing client relationships.
16					10–15	Regional Business Development Officer - For a specific region, responsible for the development and evaluation of potential new investment revenue sources including: investments, property management, tenants, real estate services, development opportunities, BTS and joint ventures. Also involved in communications/marketing activities related to prospective clients. Coordinates major new business presentations, builds company image/identity, builds brand equity, contributes to advertising programs, maintains and seeks to expand existing client relationships.
17					10–15	Top Human Resources Executive - Responsible for all human resources-related activities: recruitment (usually not senior executives); personnel policies and procedures; compensation administration; employee and performance evaluation methods; maintenance of personnel records; payroll administration; health care and benefits administration; safety and security, training, organizational development, 401(k) plan administrative oversight; and all other activities pertaining to the welfare of the company's employees. Key executive responsible for employee relations and implementation of employee-company values and philosophy. Depending on the size of Company, may have the title of SVP, VP or Director.
CORPORATE						
18					5–7	Human Resources Manager - Key manager supporting the HR Executive - managing day-to-day activities related to benefits, compensation, payroll, and records including policy and procedures and coordination with key management throughout the company. Also has responsibilities related to training, recruitment, employee investment plans, and overall safety and security.
19					7–10	Compensation/Benefits Manager - Key manager responsible for monitoring and analysis of compensation programs and policies. Tracks and organizes market information on compensation levels, monitors and manages pay grades and pay grade structure, monitors trends in the marketplace related to compensation. Benefits manager takes similar role related to company benefits programs, evaluating market trends, program parameters and costs, selection of vendors, and internal benefits program structure. Makes recommendations to HR Director or Top HR Executive related to compensation and/or benefits decisions.
20					3–5	Human Resources Generalist - HR administrative support function responsible for specific projects and tasks for the HR Manager. Duties include reporting, analysis, compiling market information, research of issues or information, peer company contacts/information, benefits tracking, payroll and resolution of employee issues within company Departments and Divisions, and coordination of hiring needs, interviews and evaluation of potential employees.
21					5–7	Payroll/Benefits Manager - Coordinates/supervises the payroll function, including verification of hours worked, employee tax parameters, and coordination with payroll vendor. Tracks vacation, sick leave, benefit payments/payouts (e.g., 401k), and interfaces with employees regarding questions and issues. May have the title of "Specialist".
22					10–12	Associate General Counsel - Supporting legal resource for the General Counsel, assigned specific responsibility for legal matters and activities, and directing outside counsel. Involvement with Board, Committees and Board governance matters and documentation, oversight and compliance. Also may be involved in Corporate Secretary function. May have a specific area of responsibility, such as leasing, transactions, litigation, human resources, etc. Drafts legal documents for internal legal needs and matters.

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23					3–5	Paralegal - Performs supporting legal work and administrative needs for the lawyers within the General Counsel department, including drafting/reviewing documents, gathering and organizing information, researching case law or other needed supporting information, and administering the timing and production of legal matters within the department.
24					5–10	Marketing Manager - Supports Top Marketing Executive in all projects, policies and procedures related to company marketing. Takes specific responsibility for certain projects and coordination activities with outside resources such as collateral development, website design, advertising and marketing concept consultants. May take lead in certain market research projects. In smaller companies, this job title may be the top marketing position.
25					7–10	IT Manager - Supports the Top IT Executive in the implementation of all IT hardware and software activities, and development of all policies and procedures. Active in the day-to-day operations and support services for the IT function. Heavily involved with accounting function and regional office interfaces. May also have responsibility for IT training, and research related to IT trends, products and services for appropriate application to the company to enhance productivity.
26					5–7	IT Engineer/Analyst - Responsible for assessing business process needs and IT system solutions. Designs requirements, specifications, and costs for implementation. Supports other IT technical issues and needs.
27					3–5	Network Administrator - Maintains/manages network needs, performance and security. Installs software; troubleshoots network problems; trains users; and supports the recommendation of system requirements, improvements and network modifications.
28					5–7	Training Director/Manager - Responsible for developing, coordinating, communicating and staging the organization's training programs in areas such as property management, IT, leasing, sales and marketing, or other financial, human resources or administrative programs. Programs may also support overall leadership development and management training.
29					5–7	Lease Administrator - Responsible for the systematic inventory of all lease (tenant) information and terms. Compiles and coordinates the company wide information on new, renewal, modified, extended, or terminated leases, and all other relevant leasing terms and conditions. Prepares reporting for various executives who utilize leasing summaries. May also have the title of Leasing Documentation Manager.
30					3–5	Office Manager - Responsible for all (most) general office operational activities, including: reception; administrative support; mail routing, delivery and pick up; interoffice communication; parking; employee moves; FF&E; lobby and common areas; office supplies; and coordination with maintenance related to building HVAC and safety. Also may be responsible for company cars, insurances, safety matters, regulatory compliance, and employee (Company) events.
31					5–7	Executive Administrative Asst. - Provides administrative support to (usually) one senior level executive (see Administrative Assistant) and provides support for certain executive outside activities (charitable organizations, professional organizations, Board memberships, civic organizations). Handles high level administrative activities and confidential materials. In family owned firms, may also support family owner communications, investor relations/communications (coordination) and administrative matters.
32					3–5	Administrative Assistant - Provides secretarial and general administrative support duties for one or more high to mid-level executives. Responsible for implementing company policies and procedures, handling scheduling of meetings, sorting and distribution of mail, word processing and filing of correspondence, screening and directing external calls/internal communications, coordinates receipt and distribution of documents, and coordinates executive travel schedules. May also assist in specific support tasks for the department or functional area they serve such as budgeting, expense tracking, or special projects.

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Sr Exec/ Corp/Fin/ Acct	Office/ Indus	Resi- dential	Retail	Invest/ Fund Mgt/ Advisor		FINANCE / ACCOUNTING
33					10–15	Vice President/Director Finance - Highest ranking financial executive below CFO. Generally responsible for analysis of acquisitions, dispositions, corporate and property financing/re-financing, banking relationships, equity solicitations, financial impact assessment and other deal-structuring/negotiation activities. May lead company budgeting process. May be involved in the formation of investment funds and co-investment programs. May also supervise financial analysts' activities and projects. Usually a CPA.
34					10–15	Treasurer - Responsible for cash flow and control function related to the use of corporate funds from operations, dispositions, loan proceeds for projects, investment entity cash requirements, acquisition cash needs, as well as compliance, banking and financing relationships. Invests (or directs investment managers) company free cash in various vehicles consistent with company risk policy and at various terms.
35					10–15	Top Risk Management Executive - Highest level company individual responsible for financial risk management functions associated with insurance, safety, disaster recovery (with MIS), security, liability, emergency procedures, compliance with governmental regulations (workplace and business, not SEC), construction management/risk, human resources/benefits (compliance), vendor relationships/contracts, and outsourcing relationships. Coordination with legal and financial functions.
36					10–15	Director Internal Audit - Position generally within public companies, reporting to the CFO, executing a program aimed at risk management related to company policy and procedures (including SEC and other regulatory mandates) in operations, financial control, reporting and management. Position generally has direct access to the Audit Committee and Compensation Committee in the conduct of their governance mandate. Generally a CPA with experience in IT and application of auditing procedures to business policy.
37					5–10	Compliance Director/Manager - Responsible for the company's adherence to all regulatory and reporting requirements related to funding and operations of properties financed by federal, state and local authorities (such as HUD, low/moderate income housing bonds, Fannie Mae, historic preservation, new market(s) investments, and other sources of equity and debt financing). Works with finance and operations to monitor and trouble shoot compliance issues.
38					10–15	Senior Controller - Encompasses all responsibilities of a Controller, but duties may be expanded depending on the size and capital structure of the company to include greater regional office financial control, or financial management (or fund management) responsibilities more similar to a CFO, such as financial forecasting, financial structuring, or financial strategy. Usually a CPA.
39					10–12	Controller - Acts as supervisor of the accounting manager/staff and manages the day-to-day financial reporting function, cash management, accounts payable, accounts receivable, and often the budgetary process. The "producer" of the various management and financial reports; can also have responsibility for banking relationships. Usually a CPA.
40					10–12	Assistant Controller - Assists Controller in the supervision of all accounting activities, and the adherence to all accounting policies and procedures. Supports the Controller in the development and monitor of period-ending accounting and management reporting functions. May take the lead responsibility for some reporting – such as a division, region, development or construction.
41					7–10	Accounting Director/Manager - Manages the overall activities and outputs of the accounting function and the work flow and procedures within the company. Responsible for the direct application of GAAP policy. Day-to-day oversight of staffing, organization, process, review, checks and balances, internal audit, quality control, timely reporting, training, and fixed asset management. May oversee special projects. Prepares monthly financial reporting. Likely a CPA.

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FINANCE / ACCOUNTING, cont.						
42					7–10	AP/AR Manager - A more junior manager responsible for the AP and/or AR accounting function and the staff accountants it requires. In some companies may be identified as a supervisor level position.
43					5–7	Accounting Supervisor - Responsible for overseeing/supervising the accounting staff for a particular function (e.g., A/R, A/P, general ledger, transactions, development, construction, fund management, etc.) in addition to performing various accounting tasks. May have interaction with company management.
44					5–7	Senior Accountant - Highest non-supervisor in corporate accounting function, experienced in accounting and company processes, reporting procedures and policy, data collection, input, and account reconciliation.
45					3–5	Accountant - Accounting staff position supporting various corporate accounting functions and processes.
46					1–3	Accounting Clerk - Usually a bookkeeper skill level (but may also be an accountant) supporting various aspects of the company accounting functions, compiling accounting data, preparing schedules, maintaining accounting records and preparing reports and summaries.
47					3–5	Property Accountant-Senior - Typically the highest ranking Property level accountant. Responsible for property accounts payable, accounts receivable, collections accounting, CAM, billings, budgeting and financial reporting (P&L and Balance Sheet).
48					1–3	Property Accountant - Property level (entity) accounting staff position supporting property accounts payable, accounts receivable, collections accounting, CAM, billings, budgeting and financial reporting (P&L and Balance Sheet).
49					4–7	Senior Financial Analyst - Typically an MBA with 4 to 7 years of experience, excellent computer skills, and capable of analyzing the merits and/or risks of a particular investment. Utilizes sophisticated analytical software. May be involved in database management, trends analysis and the preparation of new business presentations. May focus on a specific area (e.g., development, acquisitions/underwriting, investment management, transactions, or corporate strategies).
50					2–4	Financial Analyst - Entry level to 2 to 4 years experience and often an MBA, performing similar tasks as the Senior Financial Analyst.
51					7–10	Vice President/Director Tax - Directs and oversees preparation of corporate entity, partnership, and/or limited liability company tax returns; projects tax obligations; researches tax regulatory and compliance issues; and may oversee federal and state audits. May have supervisory responsibility. Usually a CPA.
ACQUISITIONS						
	54	97	144	195	10–15	Top Acquisitions Executive - Responsible for generating new acquisition, investment, and/or development opportunities. Supports the establishment of the company acquisition policy, criteria and strategy. Works with appropriate internal approval governance (Committee, Owner(s) or Board). Serves in a deal structuring capacity and oversees investment analysis, underwriting, due diligence coordination, negotiation assistance, and risk analysis, and can also be involved in the financing (equity or debt) process.
	55	98	145	196	10–12	Acquisitions Director/Manager - A mid-level professional responsible for investment analysis in support of acquisitions, dispositions, portfolio strategy, or portfolio return (performance) assessment. May also work on development projects and coordinates other professionals in the conduct of performing needed financial analysis and reporting.

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Sr Exec/ Corp/Fin/ Acct	Office/ Indus	Resi- dential	Retail	Invest/ Fund Mgt/ Advisor		ASSET MANAGEMENT
	56	99	146		7–10	Acquisitions Associate - Supporting responsibility for much of the "leg work" during acquisition activity, such as financial underwriting/modeling, researching municipal regulations/zoning/entitlement issues, providing documentation to the seller(s) and/or buyer(s), working with on-site land planners/architects, and overseeing engineering and environmental studies. Proficient in investment analysis.
	57	100	147	187	15–20	Top Asset Management Executive - Top company executive responsible for setting and implementing financial, business, and management strategies/tactics for the company's investment portfolio. Maintains the objective of maximizing the value of the firm's assets. Responsibilities include (re)financing decisions, leasing programs, disposition activities, capital improvement programs, asset management plans, property management review, and investor/owner communications.
	58	101	148	188	10–15	Senior Asset Management Executive - Senior executive but not top asset management executive, responsible for setting and implementing financial, business, and management strategies/tactics for a number of assets, a product line, multiple regions or a Fund. Acts as a senior support executive to the Top Asset Management position. Maintains the objective of maximizing the value of the firm's assets. Responsibilities include (re)financing decisions, leasing programs, disposition activities, capital improvement programs, asset management plans, property management review, and investor/owner communications.
	59	102	149		7–10	Portfolio Manager - A mid-level professional, responsible for a defined group of assets (or assets in a region) related to the protection/enhancement of value through asset positioning in the marketplace, (re)financing decisions, leasing programs, sales activities, capital improvement programs, asset management plans, property management review, and investor/owner communications.
	60	103	150	190	7–10	Senior Asset Manager - Responsible for several assets, a more complex asset, or a group of assets, but not as large as portfolio or regional asset manager level. Responsibilities include financial analysis related to leasing and (re)financing decisions, leasing programs, sales activities, capital improvement programs, asset management plans, property management oversight, and investor/owner communications.
	61	104	151	191	5–10	Asset Manager - Responsibility for a large asset or several smaller assets or in a support function to a Senior Asset Manager or Portfolio Manager - depending on the size and complexity of the assets. Responsibilities may include financial analysis related to leasing and financing decisions, leasing evaluation, sales activities, asset and capital improvement budgeting, asset management plans, property management coordination, and some investor/owner communications.
PROPERTY MANAGEMENT						
	62	105	152		15–20	Top Property Management Executive - Responsible for directing the activities of the property management function on a day-to-day as well as strategic basis. Responsible for Property Management budgets and works closely with Asset Management, Accounting, and Leasing personnel. Focus on property NOI and property value increase expectations. Leasing personnel may report to this individual. Also active in (and generally accountable for) the solicitation and generation of new (third-party) business (if a line of business), developing and administering various operational manuals, training, tenant/resident satisfaction results, quality control, and supporting investor/owner communications activities.

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	63	106	153		10–15	Vice President Property Management - Directs a large portfolio of properties (may have several sub regions). Has primary responsibility for direct supervision of Regional Property (Portfolio) Managers (or District Managers), reporting to a Top Property Management Executive. Works with acquisition, leasing and asset management executives. Involved in property management team, recruitment and supervision of Property Management personnel at multiple levels, leasing strategy, capital improvement decisions, and has overall bottom line responsibility for a specific geographic area and portfolio of properties.
	64	107	154		10–12	Regional Property Manager - Responsible for directing the activities of property management on a day-to-day basis for a region (area), reporting to a Senior Property Management executive (Vice President or Top Property Management Executive depending on size of company/portfolio). Direct supervision of property/portfolio managers (may be called District Manager). Also works closely with Asset Managers, Accounting, and Leasing personnel. Some tenant/resident interaction. May also be active in the solicitation and generation of new business (third-party). Involved in developing asset budgeting, preparing and administering various operational manuals, quality control, and supporting investor/owner communications activities. Financial responsibility for property operations in the region, and for tenant/resident satisfaction tracking.
	65	108	155		7–10	Senior Property Manager - Responsible for directing the activities of property management on a day-to-day basis for a large asset (e.g., urban mixed-use, large multi-tenant building, or large residential asset) or a large group of smaller assets, likely reporting to a VP or Regional Property Manager. Works with, and likely has some direct responsibilities for accounting and leasing activity depending on the company organization and the nature of the assets. Oversees lower level property management staff in some cases. Has direct contact with tenants and impacts company/tenant relations. Also active in the budgeting and budget tracking process, administering various operational policies, quality control, and supporting investor/owner communications activities.
	66 67 68 69	109 110 111 112	156 157 158 159		3–5 3–5 5–7 7–10	Property Manager (Levels I - IV) - Has on-site day-to-day responsibility for all property (community) management activities/functions (on single or multiple properties depending on size, location and type), including but not limited to: property maintenance, tenant relations, property budgets, support to leasing/re-leasing, collections, reporting, tenant improvement activities, property appearance and condition, and providing (or directing) on-site or general leasing activities. Provides assistance to property leasing and marketing function. <i>(NOTE: each number represents a separate level based on size. See Position ID list for details. Use only one ID number per entry.)</i>
	70	113	160		1–3	Assistant Property Manager - Generally performs supporting tasks in all areas of responsibility for the Property Manager. Reports to the Property Manager, and is generally less experienced.
		114			1–3	On-Site Administrator - Residential - Property level administrative support function providing assistance to all on-site activities and coordination with regional and/or home office. May also support certain tasks for leasing (tours, follow-up, or information/documentation needs), property management (resident service coordination and follow-up), and budget tracking/accounting.
		116			1–3	Concierge - Residential - On-site property customer service representative. Responds to resident issues and coordinates resolution of problems and follow-up. Communicates and coordinates with all vendors and on-site maintenance staff relative to services, maintenance schedules, move-in/move-out, and delivery/scheduling.

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	71		161		10–15	Senior Facility Manager - Responsible for the day-to-day management of a larger and more complex commercial asset with complicated facility support, multi-building and logistical needs within or for a corporation. Generally acts as the in-house real estate specialist for corporate users/clients. May have supporting professionals to carry out duties related to property operations, security, logistics, engineering, maintenance, and property management.
	72	117	162		7–10	Operations Analyst - Position with a mix of financial and property operations support for efficient property management and preservation of asset value, including performing activities (depending on asset size, type and location) related to market research (leasing), competitive analysis, trends in tenant needs, maintenance cycles and expenses, pricing decisions (residential), efficient use of space, utilization of common areas, events, capital expenditures (and program), contracts, effective tenant response procedures, etc.
		115			5–7	Resident Services Manager - In situations where resident services are provided, such as with age restricted residential communities, large conventional residential complexes, or specific services in senior housing, health care related residential, in-house or out-patient projects, or affordable housing assets, responsible for the program development, staffing, service delineation, and day-to-day operations of resident services and activities, and feedback related to service content and delivery. This position may also be found in certain conventional multifamily properties.
	73	118	163		5–10	Operations Director/Manager - Responsible for overseeing all property/facility/asset functions, including parking, maintenance, logistics, tenant services, tenant rollover, common area use, and security. Coordinates with leasing and management for tenant move-in and move-outs, maintenance, supervision of contractors, and works closely with the Chief Engineer. In larger assets may also support multi-use activities, marketing, ancillary facilities, retail space interface, common area use (programs and displays), and events. Provides direct property level consideration related to management, capital improvement, maintenance, marketing and operational decisions.
	74	119	164		10–15	Regional/Portfolio Maintenance Engineer - Building maintenance professional responsible for the full range of HVAC systems, utilities, lighting, fire/life safety and maintenance functions for a group of assets, or a region within a company. Activities include, parking logistics and maintenance, snow removal, landscape and hardscape safety, and related issues. Oversight of maintenance policies and procedures, standards, budgeting, on-site personnel executing maintenance activities, contracts, recommendations for capital expenditures, and outsourcing.
	75		165		7–10	Building Engineer/Chief Engineer - Building maintenance professional generally responsible for the full range of HVAC systems, utilities, lighting, fire/life safety and maintenance functions for a single asset, multiple buildings managed as a single asset or a region. May oversee supervisors or lead engineers in multiple locations. Implementation of maintenance policies and procedures, standards, budgeting, on-site personnel executing maintenance activities, contracts, recommendations for capital expenditures, and outsourcing. A specialist in HVAC and other building systems.
	76	120	166		5–10	Maintenance Supervisor/Lead Engineer - Oversees one or more assets, and supervises general maintenance engineers and technicians. Usually also has specific property maintenance responsibilities. Coordinates all maintenance related (contractor) activities.
	77	121	167		5–7	Maintenance Engineer/Technician II (mid-level) - Responsible for the general maintenance and orderliness of the property HVAC, mechanical, electrical, utilities and lighting systems, including inspections and repairs. Experience level to direct mechanics, technicians and outside contractors on assigned projects. Controls inventory of parts and equipment. Makes repairs.

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	78	122	168		3–5	Maintenance Engineer/Technician I (entry-level) - Less experienced maintenance support staff performing some activities as Maintenance Engineer/Technician II and in supporting role for larger and more complex property activities and systems.
		123			1–3	Make Ready Maintenance Tech - Residential - Responds and supports lower level service requests from residents. Provides maintenance and repairs required for preparing units for occupancy. Provides light maintenance to common areas (lighting, security and grounds/landscape needs).
		124			1–3	Groundskeeper/Porter - Residential - Responsible for upkeep of landscape and hardscape and general exterior image (signage, entry, etc.). Duties may include maintaining clean driveways, parking areas, trash collection areas, common areas, landscape, walkways, pool areas, and snow removal. Usually reports to Maintenance Manager.
		125			1–3	Housekeeper/Custodian/Janitorial - Residential - Performs cleaning and upkeep of property common area interiors – hallways, stairwells, offices and property amenities (pool, clubhouse, etc.), and cleaning of units after move-out and before move-in. Maintains inventory of cleaning materials. Reports to Maintenance supervisor or Technician level.
LEASING						
	79		169		15–20	Top Leasing Executive - Responsible for setting leasing policy, recruitment and selection of leasing agents, lease negotiation, implementing marketing and leasing strategy, and supervision of outside brokers. Typically involved in all marketing activities and preparation of marketing materials. Is highly visible to the various constituencies he/she serves. Generally has a broker license.
	80	126	170		10–15	Senior Leasing Executive - Senior level experienced leasing executive responsible for an area (region, sub-region or market) or a group of assets, developing tenant, client and broker relationships. Takes lead on some leasing negotiations and can sign off on certain size leases (new or renewal).
	81	127	171		5–10	Leasing Manager - Mid-level leasing manager contributing to many aspects of leasing for an area (region, sub-region or market) or a group of assets. Works with Senior Leasing personnel in developing tenant, client and broker relationships, and supports the development of leasing terms, leasing negotiations and may be more involved in renewal leasing.
	82	128	172		3–5	Typical Leasing Agent/Representative - Responsible for qualifying prospective tenants/residents, property tours, maintenance of competitive database, preparation of lease documents and related paperwork, and assists in the marketing for one or more properties. Reports to Leasing Managers.
	83	129	173		5–10	Regional Marketing Director/Manager - Reporting to a Top Marketing Executive, this position is responsible for implementing marketing strategy and programs within a region, and developing marketing ideas and concepts for improved market exposure. Works with leasing teams relative to potential leads and in presenting property opportunities. In Residential properties, may direct leasing representatives and works with on-site property management to support leasing activities, pricing, tenant/resident retention and occupancy goals. May be involved in media decisions, collateral development, and social media solutions to marketing goals.

Corporate/Specialization Matching to Position ID					Typical Min. Yrs of Career Experience	POSITION DESCRIPTION
Sr Exec/ Corp/Fin/ Acct	Office/ Indus	Resi- dential	Retail	Invest/ Fund Mgt/ Advisor	# – # or More	DEVELOPMENT / CONSTRUCTION
	84	130	174		15–20	Top Development Executive - Top executive responsible for sourcing and directing all aspects of the development deals/activity in a company, particular region/office or for a specific product line. Involved with site/asset acquisition, underwriting, entitlements, land planning, design, construction (horizontal and vertical), financing, lease-up, and all other aspects of development. Leads and manages development staff.
	85	131	175		10–15	Vice President/Director Development - Senior level development executive responsible for the execution of development strategy and plans for a project or multiple projects. Involved with site/land/asset acquisition, underwriting, entitlements, land planning, architectural and design decisions, construction, financing, marketing strategy, lease-up, and all other aspects of development.
	86	132	176		10–15	Senior Development Manager - Mid-level development professional responsible for the execution of development functions and plans for a project or multiple projects. Reports to Development Director (or in smaller company, to Top Development Executive) and may be involved in one or more of the key development activities, such as: site/land/asset acquisition, underwriting, entitlements, land planning, architectural and design decisions, construction, financing, marketing strategy, lease-up, and all other aspects of development.
	87	133	177		10–12	Development Manager - Responsible for directing specific development activities for one to three projects within an office or region. Reports to a Development Director or Manager, and is involved with specific responsibilities supporting key development activities, such as: site/asset acquisition, entitlements, underwriting, land planning, design, construction, financing, lease-up, and all other aspects of development.
	88	134	178		7–10	Senior Project Manager - Responsible for the day-to-day activities of a specific development or re-development project (or more than one project), involving the coordination of professional services such as architects/development consultants, government agencies involved in entitlement and approval processes, or community groups involved with the project. May also have technical assignments related to one or more aspects of the development process, as well as the overall timeline and tracking of progress and development budget. May also be involved in the day-to-day, on-site development and pre-opening management/leasing activities.
	89	135	179		5–7	Project Manager - Responsible for the day-to-day activities of a specific development or re-development project (usually a single project), involving the coordination of professional services such as architects/development consultants, government agencies involved in entitlement and approval processes, or community groups involved with the project. May also have technical assignments related to one or more aspects of the development process, as well as the overall timeline and tracking of progress and development budget. May also be involved in the day-to-day, on-site development and pre-opening management/leasing activities. Reports to a Senior Project Manager or Development Manager.
	90	136	180		3–5	Project Analyst - Supporting function to the Development Manager, can be multiple levels of experience and responsibility. Generally involved in preparing financial analysis, leasing analysis, environment assessment, land-use issues, entitlement issues and negotiations, preparation of project reports, budget preparation/tracking, and coordination with various levels of governmental agency review and oversight.
	91	137	181		3–5	Project Administrator - General administrative duties and responsibilities for project team (or office), and may also provide some analytical and research functions related to project development, entitlement process needs, construction budget tracking/administration, or leasing depending on the size, type and stage of project planning or development.

Corporate/Specialization Matching to Position ID					Typical Min. Yrs of Career Experience # – # or More	POSITION DESCRIPTION
Sr Exec/ Corp/Fin/ Acct	Office/ Indus	Resi- dential	Retail	Invest/ Fund Mgt/ Advisor		DEVELOPMENT / CONSTRUCTION, cont.
		138			10–15	Top Land Engineering Executive - Senior engineer responsible for horizontal (backbone) infrastructure for large scale land development (most often residential or residential w/commercial) involving roads, utilities, communications and amenities, and the creation of phasing for development pads/lots. In some cases, could be a large scale industrial park or commercial development.
	92	139	182		15–20	Top Construction Executive - Responsible for all construction activity for a company (across all projects and regions), including: bid packages and process, scheduling, permitting, contracting, obtaining CO, contract administration, processing draw requests and other on-site construction-related activities. Some situations may involve a region with many projects or a large scale project.
	93	140	183		10–15	Construction Manager - Responsible for all or a portion of the construction process (on a multi-project or regional basis) including: bid packages and process, scheduling, permitting, contracting, obtaining CO, contract administration, processing draw requests and other on-site construction-related activities. May also work on a region or large scale project basis, or may be involved in large scale renovation projects. Normally reports to the Top Construction Executive.
	94	141	184		10–12	Construction On-site Manager - Hands-on, on-site manager of construction process and contractors day-to-day. Coordinates and manages contractors/workers on-site, trades, contracts, progress, quality, procedures, job site safety and security, troubleshooting plan and specs, deliveries and inspections.
				185	15–20	Top Portfolio Management Executive - Top executive of an Investment Fund, portfolio or company, and is responsible for creating and executing investment strategy and the achievement of the investment return objectives. Involved in structuring new fund programs, sourcing capital, and is the key contact for investor communications/reporting.
				186	7–10	Investment Management Associate - Entry level professional with strong real estate and financial modeling skills able to prepare analysis and projections of potential acquisitions, financial structures and portfolio level return impact. Must understand portfolio level assumptions and financial analysis. Prepares investment portfolio level reporting for senior investment management executives.
				189	10–15	Director/Manager Portfolio Management - A mid-level executive, responsible for a defined group of assets, asset class (or assets in a region) related to the protection/enhancement of value through asset positioning in the marketplace, (re)financing decisions, leasing programs, sales activities, capital improvement programs, asset management plans, property management review, and investor/owner communications.
				192	15–20	Top Transactions Executive - Senior executive in a fund or advisor coordinating all acquisition and disposition activities, including strategy, marketing, financial structuring, equity and debt, closing of acquisitions, sources for acquisitions and dispositions, and the sale and closing process for transactions.
				193	10–15	Senior Transactions Manager - Senior manager responsible for specific acquisition and disposition transactions, preparing financial analysis, reviewing appraisals, cash flows and related documentation, and managing the day-to-day process from LOI to closing. May also be involved in developing and improving internal acquisition and disposition processes.
				194	7–10	Investment/Transactions Associate - Mid to entry level professional (usually an MBA) involved in the financial analysis of potential transactions, examining the price and terms for acquisitions/dispositions, inventory and review of appraisals and all transaction related documents, financial estimates of potential proceeds, issues related to financing or risk, buyer capacity, fees and approvals, or other closing issues.

Corporate/Specialization Matching to Position ID					Typical Min. Yrs of Career Experience	POSITION DESCRIPTION
Sr Exec/ Corp/Fin/ Acct	Office/ Indus	Resi- dential	Retail	Invest/ Fund Mgt/ Advisor	# -- # or More	PORTFOLIO MANAGEMENT
				197	7-10	Research Associate - Mid to entry level professional (may not be MBA) involved in the compilation of market, economic and real estate information for use in preparing market trends in support of acquisition strategy, pricing, investment levels, cap rates, and related financial information and trends.
				198	10-12	Client Marketing Executive - Senior executive responsible for developing relationships with capital sources such as Pension Funds, Endowments, Private Equity Funds, and other institutional investment organizations and able to match investment strategy and programs with client strategies in a process of procuring capital commitments. A senior executive likely working directly with the partners of an investment advisor.