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A Local Market Analysis of Various Exempt and Non-Exempt Positions at a Community Mental Health Provider

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THE CARL AND WINIFRED LEE HONORS COLLEGE

CERTIFICATE OF ORAL EXAMINATION

Stephanie Wallace, having been admitted to the Carl and Winifred Lee Honors College in Fall 2000 successfully presented the Lee Honors College Thesis on July 7, 2004.

The title of the paper is:

"A Local Market Analysis of Various Exempt and Non-Exempt Positions at a Community Mental Health Provider"

A handwritten signature in cursive script, reading "Dan Farrell", written over a horizontal line.

Dr. Dan Farrell, Management

A handwritten signature in cursive script, reading "Robert G. Lambert", written over a horizontal line.

Mr. Robert Lambert, Chief Operating Office of Summit Pointe

To: Robert Lambert
From: Stephanie Wallace
Date: June 25, 2004
RE: Summit Pointe Compensation Market Analysis

Enclosed please find the results (Table 1) of the Summit Pointe Compensation Market Analysis you requested. After completing the analysis, I have come to the conclusion that Summit Pointe offers a competitive pay structure for their employees. For this analysis I used the maximum hire values and compared them to market midpoints. Three positions were considerably above (greater than 30%) of the market salaries, and two positions were considerably below (greater than 30%) of the market salaries. Four positions were very comparable (within 10%) of the market salary match. Overall non-exempt positions exceed market matches more often than exempt positions.

The market data used for this analysis came from two surveys, CompData (Compensation Data Michigan) and ASE (American Society of Employers-Southwest Michigan Region). The CompData survey had an effective date of April 2003 and the ASE survey had an effective date of June 1, 2003. Both have been aged to November 1, 2004 to reflect the Summit Pointe calendar including the 2004 merit increase. The aged numbers have been averaged together to reflect an overall market average.

There were two positions that were not successfully matched. This happens because some positions are unique to certain companies. This is one of the limitations of a market analysis. In some cases, matches are unavailable or just too different. The first position was the Director of Contract, Facilities and Safety. The job description for this position may need to be adjusted because there is no mention of any safety responsibilities within this position's job description. The second position that was not matched was the Volunteer Coordinator. The closest match we found required a high school diploma as opposed to the Bachelor's degree required by Summit Pointe.

For further documentation, please see appendices A & B. Appendix A is Table 1 (the Market Match Salaries compared to Summit Pointe salaries). Appendix B is the Job description matrix that shows the Summit Pointe job descriptions and the job descriptions of the positions I matched them to.

Appendix A

Table 1
Market Salaries Compared to
Summit Pointe Salaries

Summit Pointe Position	Estimated Market Pay 11/1/04¹	Summit Pointe Pay 11/1/04^{2,3}
<i>Exempt</i>		
Chief Executive Officer	\$ 187,712.34	\$ 266,602.50
Chief Operating Officer	177,874.60	130,635.23
Director of Finance	117,150.33	111,306.54
Corporate Compliance Officer and Director of Accreditation	68,188.82	80,647.26
Director of Contracts, Facilities and Safety	n/a	75,315.21
Marketing and Creative Services Director	70,899.52	55,986.53
HR/Payroll Analyst	41,582.41	39,323.87
<i>Non-Exempt</i>		
RN	45,195.53	45,221.63
Accounting/Financial Analyst	58,863.46	42,493.32
Volunteer Coordinator	n/a	42,493.32
Client Services Coordinator	28,230.64	42,493.32
Employment/Grant Coordinator	44,837.68	42,493.32
Accounting Specialist	29,893.57	33,990.11
Support Specialist	25,570.47	33,990.11

¹ Market estimates based on unweighted average pay of Compdata and ASE surveys aged to effective date
(See Appendix A for breakdown)

² Includes 2.5% for 2004 annual raise

³ Salaries are hiring maximums (i.e. grade midpoints), not actual salaries

Appendix B

Thesis Job Descriptions

<u>Summit Pointe Positions</u>	<u>Comp Data Matches</u>	<u>ASE Matches</u>
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Non-Exempt

<u>Accounting/Financial Analyst</u>	<u>Financial Analyst</u>	<u>Financial Analyst II</u>
<p>Leads financial activities and services to ensure that agency risk is minimized. Performs financial activities which include payables, receivables, billing, risk management, general ledger, payroll, cost accounting, inventory, and agency budget. Provides financial systems analysis in support of Agency and team mission and goals. Provides leadership to the organization on financial issues and follows generally accepted accounting principles. Provides training in support of performance goals. Conducts fiscal program reviews to ensure MDCH guidelines, Auditor General CMS, Medicaid and other regulatory agencies guidelines are met. Assist with special projects as directed. Performs other duties as required. Participates in corporate quality improvement functions. Participates in entrepreneurial thinking and problem solving and continuously renews commitment to exceed customer expectations. Bachelors Degree in accounting or finance and 2 years related and progressively more responsible work experience</p>	<p>Develops planning system and procedures, gathers, compiles, organizes and documents relevant financial information. Analyzes, consolidates and interprets financial data. Prepares detailed reports and presentations for review by all levels of management. Monitors actual results of financial data against plans, forecasts and budgets. Consolidates a wide range of operations and financial projections for the development of both short term and long term business plans. Thorough knowledge of accounting theories, practices, regulations and financial concepts relative to profitability and financial ratios. String analytical, organizational, communication and interpersonal skills. Bachelor's degree in accounting or finance required.</p>	<p>Under limited supervision provides financial analysis, reporting and support to corporate staff and senior management. Responsible for reporting and analyzing key company metrics as well as supporting the development of operating plans and financial forecasts. Performs complex projects involving the analysis of financial, accounting, performance and/or operating data. Typically requires a bachelor's degree and four or more year's experience.</p>

Accounting Specialist	Accounting Clerk -Sr.	General Accountant II
<p>Enters accounting transactions into various accounting ledgers. Follows generally accepted accounting principles in all accounting activities. Reconciles various subsidiary accounting ledgers to the general ledger. Develops and maintains financial information to compile reports. Maintains clear audit trail of financial transactions. Completes reports to regulatory agencies. Performs accounting tasks as directed. Enters data into computer system. Verifies and reconciles data as necessary. Prepares reports as directed. Assists with special projects as directed. Performs other duties as required. Participates in corporate quality improvement function. Participates in entrepreneurial thinking and problem solving and continuously renews commitment to exceed customer expectations. Associates Degree in accounting, finance or medical reimbursement preferred, or equivalent experience. 2 years related and progressively more responsible work experience.</p>	<p>Performs non-routine, moderately complex accounting functions following appropriate procedures for timely and accurate preparation. Analyzes and processes transactions in all accounting areas. Reviews bank reconciliations and determines disposition of discrepancies. Resolves complex issues. Verifies and checks work with others. Prepares summaries, reports, charts and/or graphs as requested. Maintains documentation for compliance to policies and procedures for internal audits. Guides, trains and instructs lower level personnel. Strong math aptitude and ability to work accurately with numbers. Thorough knowledge of bookkeeping procedures. Good interpersonal and organizational skills. High school diploma with a minimum of two years experience as an Accounting Clerk.</p>	<p>Under general supervision, is responsible for conducting important phases of company's accounting work. Exercises discretion and independent judgment in passing on accounts, vouchers, etc. Directs maintenance of cash books, prepares trial balances, financial statements, cost reports or budgets, installs accounting forms, records, methods and procedures</p>

Client Services Coordinator	Counselor	Social Worker – BSW
<p>Ensures active treatment and assists customers to remain in the least restrictive setting through case management including assessment, facilitation, coordination, linking and monitoring and planning of a variety of services within the community while meeting regulatory requirements. Prepares person-centered plans for customers according to customer needs. Organizes and facilitates person-centered planning meetings. Collects data, monitors treatment plans and reviews quarterly clinical status. Monitors service providers to ensure that customer service plans are being met. Screens referrals, open cases, secures financials and obtains permission to provide services to customers. Provides training and education in support of strategic, business and team goals. Coordinates budgetary management within the team. Performs on-call crisis support, advocates for the customer and prepares written documentation in accordance with funding source regulations and MDCH, JCAHO, CMS and other applicable standards. Assists with special projects as directed. Performs other duties as required. Participates in corporate quality improvement functions. Participates in entrepreneurial thinking and problem solving and continuously renews commitment to exceed customer expectations. Bachelors Degree in psychology, social work, or related field. (Minimum requirement.) 2 years of progressively more responsible experience in psychology, social work or a related field. Must be certified or registered by the State of Michigan as a Social Worker/Social Work Technician or be a Registered Nurse or possess a Limited License to practice Psychology. Must have a BSW to be a SW Technician. Habilitation Waiver Program requires certification as a Qualified Mental Retardation Professional (QMRP).</p>	<p>Provides guidance and direction to students, staff and clients in a variety of educational, medical, personal, financial, or professional programs. Determines goals and objectives with subjects, and charts logical development or correctional activities. Monitors progress and evaluates continued development. Conducts workshops and group counseling sessions. Refers subjects to designated professionals or services for further assessments. Reports activities and maintains subject files. Bachelor's degree in counseling required with one year of experience.</p>	<p>Develops program content, organizes, and leads activities planned to enhance social development of individual members and accomplishment of group goals. Interviews individual members to assess social and emotional capabilities and plans group composition in relation to personal and social compatibility of members. Selects program appropriate to particular group goals, level of development, needs, capacities, and interests of group members. Helps members through group experience to develop attitudes and social skills for improved family relations and community responsibility. Requires a Bachelors of Social Work.</p>

Employment/Grant Coordinator	Recruiter/Grants & Contracts Coordinator	Human Resource Generalist/
<p>Serves as the contact person for job applicants. Coordinates the placement of job opportunities and receives resumes and distributes to appropriate personnel. Coordinates the summer extern programs and works with community agencies to widen job applicant base. Coordinates and provides groups for employment related matters. Provides support of grant submissions and monitors all agency grants. Prepares reports on status of grants and develops system to ensure compliance with all reporting requirements. Coordinates credential verification and reference checking for potential new hires. Ensures minimum requirements are satisfied and are documented. Maintains data base of applicants and keeps positions updated on web sites. Maintains up to date position descriptions and employment policies. Works with Teams on developing schedule to fill positions and keep with established timeframes. Serves as a community speaker that represents the agency in public functions. Performs other duties as directed. Participates in corporate quality improvement functions. Participates in entrepreneurial thinking and problem solving and continuously renews commitment to exceed customer expectations. Bachelors Degree preferred. Associates degree with related experience required. 2 years progressively more responsible experience in Human Resource/Administrative setting.</p>	<p>Responsible for screening, interviewing, and selecting applicants. Maintains human resources programs through recruiting process, including affirmative action and career development programs. Provides ongoing training to hiring manager on the processes within legal and company policies. May assist in writing advertisements, analyzing reports and trends. Must have solid interviewing techniques and strong interpersonal communication skills. Must be familiar with EEO and AA programs, policies and procedures. Bachelor's degree typically required.</p> <p>Performs activities in the preparation, maintenance and reporting of external grant awards and sponsored programs. Coordinates applications and serves as liaison between funding sources and agency. Assists project directors in completing administrative and budgetary requirements. Assures that proposals submitted to external sponsors adhere to federal, state and agency regulations. Coordinates award acceptance to the agency to the agency and monitors further obligations with contracts. Bachelor's degree with three years of experience.</p>	<p>Provides support in three or more functional areas of Human Resources including but not limited to recruitment and employment, personnel records, employee and/or labor relations, job evaluation, compensation management, benefits administration, organization development, training, AAP/EEO and special projects. May assist in the development and implementation of Human Resource policies and procedures and their dissemination through employee booklets, communication and/or meetings. May prepare reports in conformance with legislated requirements or company needs.</p>

RN	Nurse - RN - General Duty	Staff Nurse-RN
<p>Coordinates and provides oral medication administration, education and monitoring under direction of agency physicians. Nursing services shall be provided at all sites, including Clozaril Clinic, upon direction of the Director of Clinic Operations. Provides education about mental illness to families of customers and the community. Coordinates medication services with primary care physicians, agency physicians, and pharmacies. Performs physician evaluations as scheduled. Completes health history forms, obtains authorizations (maintains a monitoring system for physician appointment authorizations and ensures authorizations are obtained as required), ensures medical consents are updated according to agency requirements and other applicable documentation requirements for clinic operations. Establishes protocol for and follow-up with customer medication refills. Utilizes and monitors medications stored in the sample room. Facilitates medication ordering through the Indigent Drug Program. Establishes and maintains a tracking system for customer 'no show' appointments and follow-ups with rescheduling. Provides back-up coverage for ACT nurse and other nursing providers within the clinic operations. Prepares written documentation in accordance with funding source regulations and MDCH, JCAHO, HICFA and other applicable standards. Is required to utilize Infoscribe for data interpretation, reports, and customer entry. Assists with special projects as directed. Performs other duties as required. Participates in corporate quality improvement functions. Participates in entrepreneurial thinking and problem solving and continuously renews commitment to exceed customer expectations. Coordinates infection control activities including training and education for staff. Must be a licensed Registered Nurse within the State of Michigan. 2 years of progressively more responsible experience in the behavioral health care field.</p>	<p>Renders professional nursing services in the treatment and care of assigned patients in accordance with physicians' orders. Provides for the comfort and well-being of patients by assessing condition, providing treatments and administering prescribed drugs and documenting progress and other observations. Coordinates total nursing care of patients and participates in patient and family teaching. Provides leadership by working cooperatively with ancillary nursing and other patient team personnel in maintaining standards for professional nursing practice in the clinical setting. Must hold current licensure by the State Board of Nursing Licensure and Registration.</p>	<p>Provides professional nursing care for the comfort and well-being of patients. Prepares equipment and assists physician during examinations and treatments. Administers prescribed medications, changes dressings, cleans wounds, and monitors patient vital signs. Observes and maintains records on patient care, condition, reaction, and progress. May assist with operations and deliveries.</p>

Support Specialist	Secretary	Secretary II
<p>Provides clerical support to staff and teams in support of performance goals. Serves as an important contact to customers via telephone calls and greeting guests representing Summit Pointe in a professional manner. Ensures insurance information is received, ensures co-pay and over-the-counter collections are obtained, and completes data entry activities into the MIS system. Compiles, monitors, and prepares reports as requested. Performs scheduling activities. Maintains clinical files. Assist with special projects as directed. Performs other duties as required. Participates in corporate quality improvement functions, participates in entrepreneurial thinking and problem solving and continuously renews commitment to exceed customer expectations. High school diploma or equivalent required. Associate Degree in business or related field preferred. 2 years of progressively more responsible experience in secretarial or support services.</p>	<p>Types routine memos, correspondence, forms, technical and/or confidential reports. Composes reports using one or more sources. May prepare first draft. Receives and screens incoming calls, answers routine inquiries and routes calls to appropriate individual. Maintains business calendar. Schedules and confirms appointments, meetings and travel arrangements. Uses judgment in matters affective supervisor's calendar. Opens and distributes mail. Performs other clerical tasks as needed. Performs secretarial tasks to support middle management level. Knowledge of grammar, spelling and punctuation. Knowledge of office procedures and equipments. Good organizational and communication skills necessary. Ability to type 55-60 wpm. High school education required.</p>	<p>Performs a broad range of secretarial and minor administrative duties. Within general procedures established by superior, exercises judgment and discretion in such tasks as making appointments, receiving and screening visitors and phone calls for superior(s), maintaining and controlling confidential files and records, compiling regular and special reports. May also compose non-routine correspondence from rough notes, verbal instructions, or knowledge of circumstances. May require proficiency with several types of office equipment. May act as a lead secretary for other support staff.</p>

Volunteer Coordinator	No Match	
<p>Coordinates the volunteer program for Summit Pointe including recruiting and training volunteers to support the work of Summit Pointe teams and enhance services to customers. Coordinates Customer Service initiatives that increase customer satisfaction ratings. Implements training initiatives to improve service delivery and quantify minimum standards. Provides public relations to the community in support of strategic, business and team goals. Assists with special projects as directed. Performs other duties as required. Participates in corporate quality improvement functions. Participates in entrepreneurial thinking and problem solving and continuously renews commitment to exceed customer expectations. Bachelors Degree in human services or related field or equivalent experience. 1 years of progressively more responsible experience including volunteer/customer service experience.</p>		

Exempt

CEO	Chief Executive Officer	
<p>Directs and oversees all activities involving Summit Point to ensure the achievement of a reasonable interpretation of the organizational results, beneficiaries and costs of those results described in the board's ends policies. The CEO will also ensure the avoidance of a reasonable interpretation of the unacceptable conditions and actions described in the board's executive limitations policies. Masters Degree in business administration, hospital management, mental health or related field. Five years previous experience in a similar executive position and five years previous experience in a mental health setting</p>	<p>Principal organization leader, who plans, develops and establishes policies and objectives of organization in accordance with Board directives and corporation charter. Along with other organization officials, develops business objectives and policies to coordinate functions and operations between divisions and departments. Reviews reports and financial statements to determine progress in obtaining objectives and revises plans in accordance with conditions. Directs formulation of financial programs to provide funding for operations to maximize returns on investments. Evaluates performance of executives for contributions in attaining organizational objectives. May preside over Board of Directors.</p>	

COO	Chief Operating Officer	
<p>Develops and coordinates corporate quality improvement values, training, standards/outcome measurement systems, processes and regulatory compliance. Develops and/or recommends regional behavioral healthcare business formation in light of the strategic plan and managed care needs. Assists in development of information processes in keeping with marketing, strategic business formation, outcome measurement and planning purposes. Main areas of responsibilities include administrative services, clinical services and new business development. Monitors, researches and communicates changes in managed care market demands. Recommends organizational changes in keeping with strategic plan and market demands. Participates in community, statewide and national groups in order to monitor and recommend strategic reorganization and external linkages. Ensures development and management of budgets, performance targets, personnel and training issues in light of the strategic plan. Leads labor negotiations and contract administration. Assists with special projects as directed. Performs other duties as required. Participates in corporate quality improvement function. Participates in entrepreneurial thinking and problem solving and continuously renews commitment to exceed customer expectations.</p> <p>Masters degree in public administration, business, psychology, social work or related field preferred. Five years previous experience in a similar position or technical area, with at least 5 years management experience in the administration of health care.</p>	<p>Performs function to direct, administer and coordinate corporate activities in accordance with policies, goals and objectives established by the president and/or Board of Directors. Assists in developing strategic short and long range plans that cover company operations, personnel, financial and growth.</p>	

<p>Corporate Compliance Officer and Director of Accreditation</p>	<p>Compliance/Regulatory Officer</p>	
<p>Provides leadership on corporate compliance and accreditation issues. Major areas of responsibility include corporate compliance, MDCH reporting, quality improvements, customer service and JCAHO accreditation. Assists in the development of program goals and monitors progress towards goals to ensure customer needs are being met within regulatory guidelines. Recommends procedures and programs to achieve customer satisfaction goals. Represents agency to outside organizations as needed. Develops and implements data monitoring programs. Provides corporate compliance and accreditation services for Venture Behavioral Health as assigned. Assists with special projects as directed. Participates in entrepreneurial thinking and problem solving and continuously renews commitment to exceed customer expectations. Masters degree in business, public administration, psychology or social work preferred. Bachelor's degree required. Two years related and progressively more responsible related work experience.</p>	<p>Responsible for ensuring that policies and procedures conform to applicable laws and regulations. Researches and reviews laws and regulations which affect operations and compares them to current corporate policies. Stays abreast of potential legislation which may affect operations. Develops and oversees programs which promote compliance with new laws. Assists operations areas in developing and revising affected policies and procedures to ensure compliance with applicable laws. May be involved with legal representation concerning compliance with current laws. May coordinate, in conjunction with the Legal and Auditing areas, appropriate compliance programs for implementation in affected areas.</p>	

Director of Finance	Top Financial Executive	
<p>Plans, organizes, and ensures accounting compliance for the financial affairs of the organization. Leads financial activities and services to ensure that financial risk is minimized. Plans, organizes and directs corporate investments, MDCH finance requirements and financial requirements of managed care contracts. Responsible for financial plans and policies, accounting practices, relationships with lending and investment institutions and the financial community. Provides leadership and financial guidance as a member of the finance team. Provides financial systems analysis and coordination in support of accounts payable, accounts receivable, and agency budgets. Provides leadership to the organization on financial issues and follows generally accepted accounting principles. Provides financial management services for Venture Behavioral Health as assigned. Provides training's in support of performance goals. Monitors fiscal program reviews to ensure MDCH guidelines, Auditor General, CMS, Medicaid and other regulatory agencies guidelines are met. Assists with special projects as directed. Performs other duties as required. Participates in corporate quality improvement functions. Participates in entrepreneurial thinking and problem solving and continuously renews commitment to exceed customer expectations. CPA, with Bachelors degree in accounting or finance. Masters of Finance preferred. Three years related and progressively more responsible work experience in a financial management position. Two years related experience in corporate investments. Two years related experience with MDCH finance guidelines.</p>	<p>Responsible for an organization's overall financial plans and policies and accounting practices. Directs treasury, budgeting, audit, tax and accounting activities for corporation and subsidiaries. Establishes and administers financial reporting system with controls and standards to safeguard company assets. Ensures that accurate and timely financial information is provided. Develops and coordinates necessary accounting and statistical data for all departments.</p>	

<p>Director of Contracts, Facilities and Safety</p>	<p>No Match</p>	
<p>Provides guidance to Summit Pointe teams to achieve strategic, business and personal goals. Assists in the development of program goals and monitors progress towards goals to ensure customer needs are being met within regulatory guidelines. Develop, coordinate and monitor contracts to ensure they are meeting agency mission and budget. Recommends policies, procedures and programs to better achieve Summit Pointe goals. Serves as the facility manager for all locations. Represents Summit Pointe to outside organizations as needed. Develops and implements “new: and re-engineered programs to meet customer’s needs. Provides contract management services for Venture Behavioral Health as assigned. Assists with special projects as directed. Performs other duties as required. Participates in corporate quality improvement functions. Participates in entrepreneurial thinking and problem solving and continuously renews commitment to exceed customer expectations. Bachelor’s degree in business-related field. Masters degree preferred. Two years related and progressively more responsible related work experience.</p>		

HR/Payroll Analyst	Payroll Supervisor/Benefits Clerk	Payroll Clerk/Benefits Administrator
<p>Verify and enter payroll hours for processing of payroll checks. Review Benefit billing i.e.: Blue Cross, Blue Network, UNUM etc., for errors, make corrections, and process payment. Process Flexible Reimbursement Benefit Plan, (Section 125, Child Care and Medical). Compiles wage and salary reports as needed. Maintain employee records. Process Worker Compensation reports. Process Disability Statements. Prepares Pension Plan report and payment. Prepares 401k reports and employer match for payment. Process garnishments, Friend of the Court and any other adjustments made to an employee's deductions. Verifies employment for employees. Maintains necessary correspondences as needed for written inquiries. Administer COBRA and Unemployment programs. Assist employees with questions and is a resource to those questions. Additional duties as assigned. Associates Degree in business or equivalent experience. 3 years related and progressively more responsible work experience.</p>	<p>Responsible for supervising and overseeing payroll personnel to ensure proper processing and the generation of the company payroll. Ensures and verifies that records are processed and maintained, including vacations, sick leave, overtime, taxes and relocation. Prepares and submits federal, FICA and state income tax deposits, employer contributions and special allowances. May prepare journal entries and reconcile payroll and tax ledger account and W-2's. Frequently interacts with all levels of management outside their direct area of supervision. Must have thorough knowledge of payroll tax regulations and ability to meet tight deadlines and ensure accuracy with highly confidential materials. Bachelor's degree or compensating experience typically required. Maintains accurate employee benefit records, including new enrollment and family and employment status changes, handles COBRA processing/compliance, and maintains workers compensation records. Provides employees with advice and counsel on benefit programs, assisting with annual open enrollment process. May be responsible for the payment of benefit plan premiums to providers. High school education required with previous clerical experience.</p>	<p>Computes employee earnings, compiles departmental payrolls, handles and records payroll deductions. May compute average hourly earnings; makes labor distributions and compiles payroll statistics. Experienced in operating calculator or automated system.</p> <p>Performs diversified duties to coordinate the administrative details of employee benefit programs, following standard or accepted practices. Acts as a liaison between employees and representatives of companies managing benefits programs such as health and life insurance, pension, tax deferred annuity, etc. Explains benefits to new employees when eligible and at periodic orientation meetings. Advises employees and answer questions about problems, claims, beneficiaries, and similar matters. Checks with representative for additional information.</p>

Marketing & Creative Services Director	Marketing Director	Marketing Manager
<p>Leads marketing efforts for Summit Pointe teams to achieve strategic, business and team goals. Directs the promotional development of new and re-engineered products. Directs internal and external public relations and community education programs. Develops media story lines and prepares media releases to ensure Summit Pointe coverage. Directs the organizations future market growth plans and makes forecasts on products, services, and markets. Plans and coordinates special events such as the Mental Health Luncheon, Holiday Party, Retreats, etc. Reviews our facilities and processes from a Customer Service perspective. These reviews include items such as signage, parking, access to buildings, cleanliness, décor, phone systems, waiting rooms, paperwork, etc. This position also assists in the Marketing and Promotion of other agencies that are associated with Summit Pointe. Checks accuracy and contracts appropriate media representations. Directs the market research, advertising, special promotions and medical management. Assist with special projects as directed. Performs other duties as required. Participates in corporate quality improvement functions. Participates in entrepreneurial thinking and problem solving and continuously renews commitment to exceed customer expectations. Masters degree in communications, advertising, journalism, marketing or related field. 2 years previous experience in a similar position.</p>	<p>Plans, develops, designs and implements the strategic and tactical marketing plans for the organization. Assures strategic are consistent with overall objectives for the organization. Directs product strategic planning activities; prioritizes product opportunities to maximize sales and profits. Monitors and evaluates programs and expenditures. Directs, monitors, and evaluates market research programs. Selects, develops and supervises staff. Establishes priorities, allocates funds and determines project direction. Knowledgeable of market research, product development, finance and accounting. Bachelor's degree in marketing, business or related area with eight years progressively responsible marketing positions.</p>	<p>Directs and coordinates the organizations' marketing activities, including advertising, promotions, direct mail, trade shows, and publicity. Establishes content and direction of marketing efforts, develops appropriate vehicles. Coordinates corporate/public relations images, press releases, stories, photos, etc. Coordinates advertising creation, placement, media selection, dates, etc. May also include speaking engagements, organizing shows or presentations, or developing press releases.</p>