

Exempt or Non-Exempt: An Exercise Exploring the Fair Labor Standards Act

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ABSTRACT

*The law that governs whether a job in the private sector or Federal, State, or local governments is required to be paid overtime is the Fair Labor Standards Act (FLSA). A key task for organizations is to determine and then document whether a job is non-exempt (i.e., the employee is entitled to overtime) or exempt (i.e., the employee is not entitled to overtime). This experiential exercise is designed to help students learn what defines an exempt job by reviewing the detailed job descriptions and median national wages for a set of jobs taken from O*NET On-Line, and then classifying each job as exempt or non-exempt.*

Keywords: Fair Labor Standards Act, Exempt, Non-Exempt, Overtime, O*NET, Experiential Exercise

INTRODUCTION

This experiential exercise presents students with job descriptions taken from O*NET On-Line and tasks them to classify the jobs as exempt or non-exempt, applying the Fair Labor Standards Act (FLSA) criteria for what makes a job exempt or non-exempt. Experiential exercises are an effective way for students to learn a variety of management concepts because they allow students to be actively engaged in the learning process (Potter, 2009). O*NET is the nation's primary source of occupational information, published by the Department of Labor (DOL). According to the O*NET web page (<https://www.onetonline.org/>), the database contains hundreds of standardized and occupation-specific descriptors on almost 1,000 occupations covering the entire U.S. economy. O*NET is available to the public at no cost, is continually updated from input by a broad range of workers in each occupation, and is used by millions of individuals every year. This exercise could be used in an introductory human resource management class to give students hands-on experience learning to make the distinction between exempt and non-exempt jobs based on the information contained in job descriptions and wage data. The exercise could be done in-class, or as an on-line exercise where the instructor gives students the job titles or posts them on-line, and students use O*NET to find the job descriptions and wage data, then use those job descriptions to document and categorize each job as exempt or non-exempt.

For students to categorize jobs as exempt or non-exempt, they will need to apply the FLSA rules regarding overtime pay. This Act governs whether a job in the private sector or Federal, State, or local governments is required to be paid overtime. If an employee who is covered by the FLSA works more than 40 hours per workweek (any fixed and regularly recurring period of 168 hours, seven consecutive 24-hour periods), the employee is entitled to overtime pay, unless the employer can show that the job is exempt from this provision. For a job to qualify for the white collar exemption, for example, the employee needs to be paid a fixed salary of \$684 per week, or \$35,568 per year (as of January 1, 2020), and primarily perform executive, administrative, or professional duties as provided in the regulations. The “duties” component of the analysis analyzes the types of activities that the employee engages in, to determine whether the work qualifies for exemption (Barcroft, 2016).

According to Hsiao-Ying and Kleiner (2005) a key task for organizations is to determine and then document whether a job is non-exempt (i.e., the employee is entitled to overtime) or exempt (i.e., the employee is not entitled to overtime). Employers should identify which of their employees meet the annual salary thresholds and job duties, and classify the job as exempt, and determine whether any currently exempt workers should be reclassified from exempt to non-exempt and become entitled to overtime (Barcroft, 2016). Employers should consult with legal counsel to verify that the classifications made comply with the law.

To determine if a job is exempt from the overtime provision of the FLSA requirement to pay overtime, there are two criteria. One of the criteria is wages, and the other is the tasks that an employee in the job performs. If the employee makes less than \$35,568, the job is nonexempt (and overtime must be paid). An employee who makes more than this is exempt if the job duties include:

- 1) regularly supervises two or more other employees, and also
- 2) has management as the primary duty of the position, and also
- 3) has some genuine input into the job status of other employees (such as hiring, firing, promotions, or assignments).

Failure to pay the proper overtime amount could subject an employer to a lawsuit and/or oversight from the Department of Labor. An employee who was not paid overtime could be awarded double the amount of the back pay. If the Department of Labor finds willful violation of the FLSA, it could recommend criminal prosecution leading to imprisonment of the employer (U.S. Department of Labor, 2017 and U.S Code Sec. 216).

The rules under which exempt and non-exempt status for determining employee overtime pay have changed little in over 60 years (Edwards, 2019). That could change in the future, for example, the DOL filed a Notice of Proposed Rulemaking (NPRM) at the end of March 2019 (Department of Labor, 2019). The NPRM sought to change the base salary, among other provisions regarding FLSA overtime rules. Under the rules that take effect January 1, 2020, the base salary is \$684 per week (previously \$455) and \$35,568 annually (previously \$23,660). Whenever the rules change, employers across the country need to verify whether their employees are classified correctly as exempt or non-exempt. If an employer has classified an employee as exempt, but is paying that employee less than \$35,568 annually, that employer will have to decide

whether to give that employee a raise or to reclassify that employee as non-exempt and redistribute tasks to bring work hours below 40 hours per week (Edwards, 2019).

The learning objective of this experiential exercise is to help students learn to apply the FLSA distinction between an exempt or non-exempt job by reviewing actual job descriptions and median national wages from detailed job descriptions taken from O*NET On-Line. The exercise has been intentionally simplified from what would need to be done in an actual organization to decide whether a job should be exempt or non-exempt, i.e., using O*NET job descriptions instead of job descriptions specific to the organization, using O*NET median salaries instead of actual local salary information, and not taking into account various state or city laws that might affect the distinction between exempt and non-exempt for a specific job. The purpose of the exercise is to introduce students to the process of applying the FLSA to decide whether a job is exempt or non-exempt so they are better prepared to deal with actual jobs in actual organizations. According to Bloom's (1956) taxonomy of educational objectives for the cognitive domain, the learning goal would be Application (using acquired knowledge, solving problems in new situations by applying acquired knowledge, facts, techniques and rules, or using prior knowledge to solve problems, identify connections and relationships and how they apply in new situations).

In the exercise, students (or students in small groups) examine a list of jobs, including job descriptions and wages (see Appendix A and Appendix B), and determine whether each job should be an exempt job or a non-exempt job. The authors chose the hotel industry for this exercise because there are a wide variety of jobs available. However, instructors may use jobs in another industry or a variety of jobs that fit within their course objectives. For example, if an instructor has a list of jobs which are used for a compensation exercise, the instructor may want to use the same jobs for both exercises. Answer keys for the jobs listed in Appendix A and Appendix B are given in Appendix C and Appendix D to enable the instructor to evaluate the students' classifications. For each job, the tables include the classification of the job tasks which meet the two FLSA criteria for exempt and non-exempt jobs. Variations of the exercise are also described.

THE EXERCISE

The instructor gives students job descriptions and wages that might be found at a Boutique Hotel (Appendix A) or at a Spa Hotel (Appendix B) and tasks them with determining whether the job is exempt or non-exempt by applying the FLSA criteria and supporting their decision based on the job description and national median wage data. The instructor should remind the students that these job classifications typically will be reviewed by the company's attorney (the instructor assumes the role of attorney for this exercise) to ensure compliance with the FLSA. The Boutique Hotel is a small hotel with 70 rooms in a unique setting with some upscale accommodations. There are front desk clerks, bellhops, a bookkeeper, a concierge, housekeepers, a webmaster to maintain the hotel's web page, and a swanky restaurant. The Spa Hotel is very expensive and offers a wide variety of luxury services and entertainment. There are manicurists, hairstylists, cosmetologists, massage therapists, a dietician, a fitness trainer, a gardener, a curator for the art auctions, dancers and singers for the nightly shows, and a casino manager.

Where O*NET includes both Core and Supplemental Tasks, only the Core tasks are listed in Appendix A and Appendix B (e.g., for Human Resources Managers there are 23 Tasks listed as

Core and five more listed as Supplemental); the full listing can be seen on O*NET. Additional jobs that might be used for the Boutique Hotel are: 35-3041.00 - Food Servers, Nonrestaurant, 37-1011.00 - First-Line Supervisors of Housekeeping and Janitorial Workers, 11-2022.00 - Sales Managers, 33-9032.00 - Security Guards, 35-1012.00 - First-Line Supervisors of Food Preparation and Serving Workers, 35-2014.00 - Cooks, Restaurant, 35-9011.00 - Dining Room and Cafeteria Attendants and Bartender Helpers, 11-3121.00 - Human Resources Managers. Additional jobs that might be used for the Spa Hotel are: 33-9092.00 - Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers, 27-2022.00 - Coaches and Scouts, 39-3093.00 - Locker Room, Coatroom, and Dressing Room Attendants, 39-9011.00 - Childcare Workers, 39-2011.00 - Animal Trainers, 29-1062.00 - Family and General Practitioners, 51-6011.00 - Laundry and Dry-Cleaning Workers, 13-2011.01 – Accountants.

Preparation

The instructor may have students work independently or put students into small groups of three to five, and give each a list of some or all of the jobs. Worksheets for students to use when classifying the jobs for the Boutique Hotel and the Spa Hotel are given in Figure 1 and Figure 2. The FLSA criteria for exempt and non-exempt jobs are included in the worksheets so that students can refer to the criteria when they make their classifications.

Figure 1: Boutique Hotel

Boutique Hotel O*Net-SOC Code - Job Title	Exempt or Non-Exempt?
<i>43-4081.00 - Hotel, Motel, and Resort Desk Clerks</i>	
<i>39-6012.00 – Concierges</i>	
<i>39-6011.00 - Baggage Porters and Bellhops</i>	
<i>11-9081.00 - Lodging Managers</i>	
<i>37-2012.00 - Maids and Housekeeping Cleaners</i>	
<i>35-1011.00 - Chefs and Head Cooks</i>	
<i>35-9021.00 – Dishwashers</i>	
<i>15-1199.03 - Web Administrators</i>	
<i>35-3011.00 – Bartenders</i>	
<i>35-3031.00 - Waiters and Waitresses</i>	
<i>43-3031.00 - Bookkeeping, Accounting, and Auditing Clerks</i>	
<i>13-1121.00 - Meeting, Convention, and Event Planners</i>	

Criterion #1 Must be true to be exempt	Criterion #2 All three must be true to be exempt		
Employee makes \$35,568 or more	Employee regularly supervises two or more other employees	Employee has management as the primary duty of the position	Employee has some genuine input into the job status of other employees

Figure 2: Spa Hotel

Spa Hotel O*Net-SOC Code - Job Title		Exempt or Non-Exempt?	
<i>39-5012.00 - Hairdressers, Hairstylists, and Cosmetologists</i>			
<i>39-5092.00 - Manicurists and Pedicurists</i>			
<i>39-9031.00 - Fitness Trainers and Aerobics Instructors</i>			
<i>31-9011.00 - Massage Therapists</i>			
<i>39-5094.00 - Skincare Specialists</i>			
<i>35-3022.01 – Baristas</i>			
<i>37-3011.00 - Landscaping and Groundskeeping Workers</i>			
<i>27-2031.00 – Dancers</i>			
<i>27-2042.01 – Singers</i>			
<i>25-4012.00 – Curators</i>			
<i>29-1031.00 - Dietitians and Nutritionists</i>			
<i>11-9071.00 - Gaming Managers</i>			
Criterion #1 Must be true to be exempt	Criterion #2 All three must be true to be exempt		
Employee makes \$35,568 or more	Employee regularly supervises two or more other employees	Employee has management as the primary duty of the position	Employee has some genuine input into the job status of other employees

The instructor should allow about 30 minutes for students to classify the set of 12 jobs in Appendix A or Appendix B, and 15-30 minutes for students to report out their classifications as exempt or non-exempt and discuss the results. A subset of the jobs may be used so that the exercise takes less time, or different groups can be given different jobs to classify. Instead of an in-class discussion, the instructor may choose to use an online forum for students to discuss and compare their classifications.

There is additional job description information about each job on O*NET beyond what is listed in Appendix A and Appendix B; students can access that information by doing an “Occupation Quick Search” or an “Occupation Search” using either the job title or the O*NET Standard Occupational Classification (SOC). Students can then find information on Tasks, Tools and Technology, Knowledge, Skills, Abilities, Work Activities, Detailed Work Activities, Work Context, Job Zone, Education, Credentials, Interests, Work Styles, Work Values, and Wages & Employment Trends (national and by state). The wage data are updated annually, so the instructor can always get up-to-date wage data. The O*NET job descriptions are for typical jobs and the wages are national and state medians; specific jobs in actual organizations will vary in the job tasks and wages which could affect whether the job should be classified as exempt or non-exempt, and the organization may have salary survey data. A goal of the exercise is for students to learn what to look for in an actual job in a real organization to decide and document whether it should be an exempt or non-exempt job.

DEBRIEFING

If there is an in-class discussion, the instructor should ask students (or each student group) whether they have classified each job as exempt or non-exempt and to justify their decision based on the O*NET job description and wage data. For an on-line forum, the instructor should ask students (or each student group) to post their classification and justification and post comments on others’ classifications. In either case, students should be able to defend their decisions by referencing the FLSA criteria and the O*NET information.

Variations of the Exercise

For each of the jobs at the Boutique Hotel (Appendix A) or the Spa Hotel (Appendix B), the instructor may have each student (or group of students) redesign the jobs by changing the job tasks, making a non-exempt job into an exempt job, or by making an exempt job into a non-exempt job. This will require that students develop a better understanding of the criteria of what makes for an exempt or non-exempt job, and mirrors what organizations might do to comply with the new overtime rule. For example, an organization may have a job where employees routinely work more than 40 hours in a workweek but the job has been considered to be an exempt job. A job's classification as exempt or non-exempt is not a permanent designation. A job that was exempt could be made non-exempt making the employee eligible for overtime by changing some job tasks or by changing the salary.

The list of jobs for this exercise reflects jobs that might be found at a Boutique Hotel or Spa Hotel. The instructor may want to create another list of jobs that might be found at a different type of organization such as a grocery store, a factory, a retail store, a university, etc. Making

multiple lists of jobs may be useful when teaching multiple sections of a course in a semester, or for the same course for different semesters. The instructor will need to make a key for this list, like the ones shown in Appendix C and D.

An additional variation of the exercise could be for the instructor to hand back the students' original determinations/classification and then have the students reevaluate the classifications based upon a proposed rule change regarding base salary or another rule. Would all of the positions stay the same? Would some tasks need to be re-assigned? Would some employees get a pay raise?

CONCLUSION

This experiential exercise provides students with an opportunity to engage in an activity that HRM professionals and managers are required to do on a regular basis. Practicing how to classify employees using real data will help students hone this skill. Students are actively engaged in the learning process while using this exercise and its variations.

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APPENDIX A

Job Titles, Job Descriptions, and Wages - Boutique Hotel

43-4081.00 - Hotel, Motel, and Resort Desk Clerks

Summary

Accommodate hotel, motel, and resort patrons by registering and assigning rooms to guests, issuing room keys or cards, transmitting and receiving messages, keeping records of occupied rooms and guests' accounts, making and confirming reservations, and presenting statements to and collecting payments from departing guests.

Job Description

Greet, register, and assign rooms to guests of hotels or motels.

Verify customers' credit, and establish how the customer will pay for the accommodation.

Contact housekeeping or maintenance staff when guests report problems.

Make and confirm reservations.

Issue room keys and escort instructions to bellhops.

Keep records of room availability and guests' accounts, manually or using computers.

Perform bookkeeping activities, such as balancing accounts and conducting nightly audits.

Post charges, such as those for rooms, food, liquor, or telephone calls, to ledgers, manually or by using computers.

Compute bills, collect payments, and make change for guests.

Record guest comments or complaints, referring customers to managers as necessary.

Review accounts and charges with guests during the check out process.

Transmit and receive messages, using telephones or telephone switchboards.

Advise housekeeping staff when rooms have been vacated and are ready for cleaning.

Answer inquiries pertaining to hotel services, guest registration, and travel directions, or make recommendations regarding shopping, dining, or entertainment.

Deposit guests' valuables in hotel safes or safe-deposit boxes.

Clean and maintain lobby and common areas, such as restocking supplies and watering plants.

Arrange tours, taxis, or restaurant reservations for customers.

Wages

Median wages (2017): \$10.99 hourly, \$22,850 annual

39-6012.00 - Concierges

Summary

Assist patrons at hotel, apartment, or office building with personal services. May take messages, arrange or give advice on transportation, business services or entertainment, or monitor guest requests for housekeeping and maintenance.

Job Description

Make reservations for patrons, such as for dinner, spa treatments, or golf tee times, and obtain tickets to special events.

Provide information about local features, such as shopping, dining, nightlife, or recreational destinations.

Make travel arrangements for sightseeing or other tours.

Receive, store, or deliver luggage or mail.

Carry out unusual requests, such as searching for hard-to-find items or arranging for exotic services, such as hot-air balloon rides.

Pick up and deliver items or run errands for guests.

Provide directions to guests.

Arrange for interpreters or translators when patrons require such services.

Provide business services for guests, such as sending or receiving faxes or shipping packages.

Plan special events, parties, or meetings, which may include booking musicians or celebrities.

Arrange childcare services for guests.
Perform office duties on a temporary basis when needed.
Arrange for the replacement of items lost by travelers.

Wages

Median wages (2017): \$14.49 hourly, \$30,150 annual

39-6011.00 - Baggage Porters and Bellhops

Summary

Handle baggage for travelers at transportation terminals or for guests at hotels or similar establishments.

Job Description

Transfer luggage, trunks, and packages to and from rooms, loading areas, vehicles, or transportation terminals, by hand or using baggage carts.

Greet incoming guests and escort them to their rooms.

Receive and mark baggage by completing and attaching claim checks.

Supply guests or travelers with directions, travel information, and other information, such as available services and points of interest.

Assist physically challenged travelers and other guests with special needs.

Transport guests about premises and local areas, or arrange for transportation.

Maintain clean lobbies or entrance areas for travelers or guests.

Deliver messages and room service orders, and run errands for guests.

Act as part of the security team at transportation terminals, hotels, or similar establishments.

Explain the operation of room features, such as locks, ventilation systems, and televisions.

Wages

Median wages (2017): \$11.17 hourly, \$23,230 annual

11-9081.00 - Lodging Managers

Summary

Plan, direct, or coordinate activities of an organization or department that provides lodging and other accommodations.

Job Description

Inspect guest rooms, public areas, and grounds for cleanliness and appearance.

Greet and register guests.

Answer inquiries pertaining to hotel policies and services, and resolve occupants' complaints.

Monitor the revenue activity of the hotel or facility.

Train staff members.

Observe and monitor staff performance to ensure efficient operations and adherence to facility's policies and procedures.

Coordinate front-office activities of hotels or motels, and resolve problems.

Participate in financial activities, such as the setting of room rates, the establishment of budgets, and the allocation of funds to departments.

Collect payments and record data pertaining to funds and expenditures.

Manage and maintain temporary or permanent lodging facilities.

Provide assistance to staff members by inspecting rooms, setting tables, or doing laundry.

Interview and hire applicants.

Prepare required paperwork pertaining to departmental functions.

Confer and cooperate with other managers to ensure coordination of hotel activities.

Assign duties to workers, and schedule shifts.

Receive and process advance registration payments, mail letters of confirmation, or return checks when registrations cannot be accepted.

Show, rent, or assign accommodations.

Arrange telephone answering services, deliver mail and packages, or answer questions regarding locations for eating and entertainment.

Develop and implement policies and procedures for the operation of a department or establishment.

Purchase supplies, and arrange for outside services, such as deliveries, laundry, maintenance and repair, and trash collection.

Perform marketing and public relations activities.

Wages

Median wages (2017): \$24.90 hourly, \$51,800 annual

37-2012.00 - Maids and Housekeeping Cleaners

Summary

Perform any combination of light cleaning duties to maintain private households or commercial establishments, such as hotels and hospitals, in a clean and orderly manner. Duties may include making beds, replenishing linens, cleaning rooms and halls, and vacuuming.

Job Description

Carry linens, towels, toilet items, and cleaning supplies, using wheeled carts.

Disinfect equipment and supplies, using germicides or steam-operated sterilizers.

Clean rooms, hallways, lobbies, lounges, restrooms, corridors, elevators, stairways, locker rooms, and other work areas so that health standards are met.

Empty wastebaskets, empty and clean ashtrays, and transport other trash and waste to disposal areas.

Observe precautions required to protect hotel and guest property and report damage, theft, and found articles to supervisors.

Replenish supplies, such as drinking glasses, linens, writing supplies, and bathroom items.

Clean rugs, carpets, upholstered furniture, and draperies, using vacuum cleaners and shampooers.

Dust and polish furniture and equipment.

Keep storage areas and carts well-stocked, clean, and tidy.

Wash windows, walls, ceilings, and woodwork, waxing and polishing as necessary.

Sweep, scrub, wax, or polish floors, using brooms, mops, or powered scrubbing and waxing machines.

Move and arrange furniture and turn mattresses.

Hang draperies and dust window blinds.

Wages

Median wages (2017): \$10.99 hourly, \$22,860 annual

35-1011.00 - Chefs and Head Cooks

Summary

Direct and may participate in the preparation, seasoning, and cooking of salads, soups, fish, meats, vegetables, desserts, or other foods. May plan and price menu items, order supplies, and keep records and accounts.

Job Description

Monitor sanitation practices to ensure that employees follow standards and regulations.

Check the quality of raw or cooked food products to ensure that standards are met.

Estimate amounts and costs of required supplies, such as food and ingredients.

Instruct cooks or other workers in the preparation, cooking, garnishing, or presentation of food.

Supervise or coordinate activities of cooks or workers engaged in food preparation.

Inspect supplies, equipment, or work areas to ensure conformance to established standards.

Order or requisition food or other supplies needed to ensure efficient operation.

Determine production schedules and staff requirements necessary to ensure timely delivery of services.

Check the quantity and quality of received products.

Determine how food should be presented and create decorative food displays.

Plan, direct, or supervise the food preparation or cooking activities of multiple kitchens or restaurants in an establishment such as a restaurant chain, hospital, or hotel.

Coordinate planning, budgeting, or purchasing for all the food operations within establishments such as clubs, hotels, or restaurant chains.

Analyze recipes to assign prices to menu items, based on food, labor, and overhead costs.

Prepare and cook foods of all types, either on a regular basis or for special guests or functions.

Meet with sales representatives to negotiate prices or order supplies.

Recruit and hire staff, such as cooks and other kitchen workers.

Collaborate with other personnel to plan and develop recipes or menus, taking into account such factors as seasonal availability of ingredients or the likely number of customers.

Demonstrate new cooking techniques or equipment to staff.

Arrange for equipment purchases or repairs.

Meet with customers to discuss menus for special occasions, such as weddings, parties, or banquets.

Record production or operational data on specified forms.

Wages

Median wages (2017): \$22.09 hourly, \$45,950 annual

35-9021.00 - Dishwashers

Summary

Clean dishes, kitchen, food preparation equipment, or utensils.

Job Description

Wash dishes, glassware, flatware, pots, or pans, using dishwashers or by hand.

Maintain kitchen work areas, equipment, or utensils in clean and orderly condition.

Place clean dishes, utensils, or cooking equipment in storage areas.

Sort and remove trash, placing it in designated pickup areas.

Sweep or scrub floors.

Stock supplies, such as food or utensils, in serving stations, cupboards, refrigerators, or salad bars.

Clean or prepare various foods for cooking or serving.

Receive and store supplies.

Clean garbage cans with water or steam.

Transfer supplies or equipment between storage and work areas, by hand or using hand trucks.

Wages

Median wages (2017): \$10.34 hourly, \$21,500 annual

15-1199.03 - Web Administrators

Summary

Manage web environment design, deployment, development and maintenance activities. Perform testing and quality assurance of web sites and web applications.

Job Description

Back up or modify applications and related data to provide for disaster recovery.

Determine sources of Web page or server problems, and take action to correct such problems.

Review or update Web page content or links in a timely manner, using appropriate tools.

Monitor systems for intrusions or denial of service attacks, and report security breaches to appropriate personnel.

Implement Web site security measures, such as firewalls or message encryption.

Administer internet or intranet infrastructure, including Web, file, and mail servers.

Collaborate with development teams to discuss, analyze, or resolve usability issues.

Test backup or recovery plans regularly and resolve any problems.

Monitor Web developments through continuing education, reading, or participation in professional conferences, workshops, or groups.

Implement updates, upgrades, and patches in a timely manner to limit loss of service.

Identify or document backup or recovery plans.

Collaborate with Web developers to create and operate internal and external Web sites, or to manage projects, such as e-marketing campaigns.
Install or configure Web server software or hardware to ensure that directory structure is well-defined, logical, and secure, and that files are named properly.
Gather, analyze, or document user feedback to locate or resolve sources of problems.
Develop Web site performance metrics.
Identify or address interoperability requirements.
Document installation or configuration procedures to allow maintenance and repetition.
Identify, standardize, and communicate levels of access and security.
Track, compile, and analyze Web site usage data.
Test issues such as system integration, performance, and system security on a regular schedule or after any major program modifications.
Recommend Web site improvements, and develop budgets to support recommendations.
Inform Web site users of problems, problem resolutions, or application changes and updates.
Document application and Web site changes or change procedures.
Develop or implement procedures for ongoing Web site revision.
Provide training or technical assistance in Web site implementation or use.
Perform user testing or usage analyses to determine Web sites' effectiveness or usability.
Evaluate or recommend server hardware or software.
Correct testing-identified problems, or recommend actions for their resolution.
Develop or document style guidelines for Web site content.

Wages

Median wages (2017): \$42.56 hourly, \$88,510 annual

35-3011.00 - Bartenders

Summary

Mix and serve drinks to patrons, directly or through waitstaff.

Job Description

Collect money for drinks served.
Check identification of customers to verify age requirements for purchase of alcohol.
Clean glasses, utensils, and bar equipment.
Balance cash receipts.
Attempt to limit problems and liability related to customers' excessive drinking by taking steps such as persuading customers to stop drinking, or ordering taxis or other transportation for intoxicated patrons.
Stock bar with beer, wine, liquor, and related supplies such as ice, glassware, napkins, or straws.
Serve wine, and bottled or draft beer.
Take beverage orders from serving staff or directly from patrons.
Clean bars, work areas, and tables.
Mix ingredients, such as liquor, soda, water, sugar, and bitters, to prepare cocktails and other drinks.
Serve snacks or food items to customers seated at the bar.
Slice and pit fruit for garnishing drinks.
Ask customers who become loud and obnoxious to leave, or physically remove them.
Arrange bottles and glasses to make attractive displays.

Wages

Median wages (2017): \$10.43 hourly, \$21,690 annual

35-3031.00 - Waiters and Waitresses

Summary

Take orders and serve food and beverages to patrons at tables in dining establishment.

Job Description

Check with customers to ensure that they are enjoying their meals and take action to correct any problems.
Collect payments from customers.
Write patrons' food orders on order slips, memorize orders, or enter orders into computers for transmittal to kitchen staff.
Prepare checks that itemize and total meal costs and sales taxes.
Take orders from patrons for food or beverages.
Check patrons' identification to ensure that they meet minimum age requirements for consumption of alcoholic beverages.
Serve food or beverages to patrons, and prepare or serve specialty dishes at tables as required.
Present menus to patrons and answer questions about menu items, making recommendations upon request.
Clean tables or counters after patrons have finished dining.
Prepare hot, cold, and mixed drinks for patrons, and chill bottles of wine.
Roll silverware, set up food stations or set up dining areas to prepare for the next shift or for large parties.
Inform customers of daily specials.
Stock service areas with supplies such as coffee, food, tableware, and linens.
Explain how various menu items are prepared, describing ingredients and cooking methods.
Prepare tables for meals, including setting up items such as linens, silverware, and glassware.
Remove dishes and glasses from tables or counters, take them to kitchen for cleaning.
Assist host or hostess by answering phones to take reservations or to-go orders, and by greeting, seating, and thanking guests.
Perform cleaning duties, such as sweeping and mopping floors, vacuuming carpet, tidying up server station, taking out trash, or checking and cleaning bathroom.
Bring wine selections to tables with appropriate glasses, and pour the wines for customers.
Perform food preparation duties such as preparing salads, appetizers, and cold dishes, portioning desserts, and brewing coffee.
Escort customers to their tables.
Garnish and decorate dishes in preparation for serving.
Fill salt, pepper, sugar, cream, condiment, and napkin containers.
Describe and recommend wines to customers.

Wages

Median wages (2017): \$10.01 hourly, \$20,820 annual

43-3031.00 - Bookkeeping, Accounting, and Auditing Clerks

Summary

Compute, classify, and record numerical data to keep financial records complete. Perform any combination of routine calculating, posting, and verifying duties to obtain primary financial data for use in maintaining accounting records. May also check the accuracy of figures, calculations, and postings pertaining to business transactions recorded by other workers.

Job Description

Operate computers programmed with accounting software to record, store, and analyze information. Check figures, postings, and documents for correct entry, mathematical accuracy, and proper codes. Classify, record, and summarize numerical and financial data to compile and keep financial records, using journals and ledgers or computers.
Debit, credit, and total accounts on computer spreadsheets and databases, using specialized accounting software.
Operate 10-key calculators, typewriters, and copy machines to perform calculations and produce documents.
Receive, record, and bank cash, checks, and vouchers.
Comply with federal, state, and company policies, procedures, and regulations.

Compile statistical, financial, accounting, or auditing reports and tables pertaining to such matters as cash receipts, expenditures, accounts payable and receivable, and profits and losses.
Code documents according to company procedures.
Reconcile or note and report discrepancies found in records.
Access computerized financial information to answer general questions as well as those related to specific accounts.
Match order forms with invoices, and record the necessary information.
Perform general office duties, such as filing, answering telephones, and handling routine correspondence.

Wages

Median wages (2017): \$18.87 hourly, \$39,240 annual

13-1121.00 - Meeting, Convention, and Event Planners

Summary

Coordinate activities of staff, convention personnel, or clients to make arrangements for group meetings, events, or conventions.

Job Description

Consult with customers to determine objectives and requirements for events such as meetings, conferences, and conventions.
Review event bills for accuracy, and approve payment.
Coordinate services for events, such as accommodation and transportation for participants, facilities, catering, signage, displays, special needs requirements, printing and event security.
Arrange the availability of audio-visual equipment, transportation, displays, and other event needs.
Confer with staff at a chosen event site to coordinate details.
Inspect event facilities to ensure that they conform to customer requirements.
Maintain records of event aspects, including financial details.
Monitor event activities to ensure compliance with applicable regulations and laws, satisfaction of participants, and resolution of any problems that arise.
Negotiate contracts with such service providers and suppliers as hotels, convention centers, and speakers.
Evaluate and select providers of services according to customer requirements.
Plan and develop programs, agendas, budgets, and services according to customer requirements.
Hire, train, and supervise volunteers and support staff required for events.
Conduct post-event evaluations to determine how future events could be improved.
Direct administrative details such as financial operations, dissemination of promotional materials, and responses to inquiries.
Meet with sponsors and organizing committees to plan scope and format of events, to establish and monitor budgets, or to review administrative procedures and event progress.
Read trade publications, attend seminars, and consult with other meeting professionals to keep abreast of meeting management standards and trends.

Wages

Median wages (2017): \$23.22 hourly, \$48,290 annual

APPENDIX B

Job Titles, Job Descriptions, and Wages - Spa Hotel

39-5012.00 - Hairdressers, Hairstylists, and Cosmetologists

Summary

Provide beauty services, such as shampooing, cutting, coloring, and styling hair, and massaging and treating scalp. May apply makeup, dress wigs, perform hair removal, and provide nail and skin care services.

Job Description

Keep work stations clean and sanitize tools such as scissors and combs.

Bleach, dye, or tint hair, using applicator or brush.

Cut, trim and shape hair or hairpieces, based on customers' instructions, hair type and facial features, using clippers, scissors, trimmers and razors.

Schedule client appointments.

Update and maintain customer information records, such as beauty services provided.

Demonstrate and sell hair care products and cosmetics.

Analyze patrons' hair and other physical features to determine and recommend beauty treatment or suggest hair styles.

Shampoo, rinse, condition and dry hair and scalp or hairpieces with water, liquid soap, or other solutions.

Operate cash registers to receive payments from patrons.

Order, display, and maintain supplies.

Comb, brush, and spray hair or wigs to set style.

Develop new styles and techniques.

Apply water, setting, straightening or waving solutions to hair and use curlers, rollers, hot combs and curling irons to press and curl hair.

Shape eyebrows and remove facial hair, using depilatory cream, tweezers, electrolysis or wax.

Shave, trim and shape beards and moustaches.

Wages

Median wages (2016): \$11.66 hourly, \$24,260 annual

39-5092.00 - Manicurists and Pedicurists

Summary

Clean and shape customers' fingernails and toenails. May polish or decorate nails.

Job Description

Clean and sanitize tools and work environment.

Apply undercoat and clear or colored polish onto nails with brush.

Maintain supply inventories and records of client services.

Shape and smooth ends of nails, using scissors, files, or emery boards.

Prepare nail cuticles with water and oil, using cuticle knives to push back cuticles and scissors or nippers to trim cuticles.

Prepare customers' nails in soapy water, using swabs, files, and orange sticks.

Remove previously applied nail polish, using liquid remover and swabs.

Use rotary abrasive wheels to shape and smooth nails or artificial extensions.

Schedule client appointments and accept payments.

Assess the condition of clients' hands, remove dead skin, and massage hands.

Roughen surfaces of fingernails, using abrasive wheel.

Advise clients on nail care and use of products and colors.

Treat nails to repair or improve strength and resilience by wrapping.

Extend nails using powder, solvent, and paper forms attached to tips of customers' fingers to support and shape artificial nails.

Polish nails, using powdered polish and buffer.

Whiten underside of nails with white paste or pencils.

Promote and sell nail care products.

Decorate clients' nails by piercing or attaching ornaments or designs.

Wages

Median wages (2016): \$10.65 hourly, \$22,150 annual

39-9031.00 - Fitness Trainers and Aerobics Instructors

Summary

Instructor coach groups or individuals in exercise activities. Demonstrate techniques and form, observe participants, and explain to them corrective measures necessary to improve their skills.

Job Description

Offer alternatives during classes to accommodate different levels of fitness.

Plan routines, choose appropriate music, and choose different movements for each set of muscles, depending on participants' capabilities and limitations.

Evaluate individuals' abilities, needs, and physical conditions, and develop suitable training programs to meet any special requirements.

Observe participants and inform them of corrective measures necessary for skill improvement.

Monitor participants' progress and adapt programs as needed.

Teach proper breathing techniques used during physical exertion.

Instruct participants in maintaining exertion levels to maximize benefits from exercise routines.

Teach and demonstrate use of gymnastic and training equipment such as trampolines and weights.

Explain and enforce safety rules and regulations governing sports, recreational activities, and the use of exercise equipment.

Provide students with information and resources regarding nutrition, weight control, and lifestyle issues.

Conduct therapeutic, recreational, or athletic activities.

Administer emergency first aid, wrap injuries, treat minor chronic disabilities, or refer injured persons to physicians.

Maintain fitness equipment.

Advise clients about proper clothing and shoes.

Wages

Median wages (2016): \$18.34 hourly, \$38,160 annual

31-9011.00 - Massage Therapists

Summary

Perform therapeutic massages of soft tissues and joints. May assist in the assessment of range of motion and muscle strength, or propose client therapy plans.

Job Description

Massage and knead muscles and soft tissues of the body to provide treatment for medical conditions, injuries, or wellness maintenance.

Confer with clients about their medical histories and problems with stress or pain to determine how massage will be most helpful.

Apply finger and hand pressure to specific points of the body.

Maintain treatment records.

Assess clients' soft tissue condition, joint quality and function, muscle strength, and range of motion.

Treat clients in professional settings or travel to clients' offices and homes.

Provide clients with guidance and information about techniques for postural improvement and stretching, strengthening, relaxation, and rehabilitative exercises.

Develop and propose client treatment plans that specify which types of massage are to be used.

Refer clients to other types of therapists when necessary.
Consult with other health care professionals, such as physiotherapists, chiropractors, physicians, and psychologists, to develop treatment plans for clients.
Perform other adjunctive therapies or treatment techniques in addition to massage.
Prepare and blend oils and apply the blends to clients' skin.

Wages

Median wages (2016): \$19.17 hourly, \$39,860 annual

39-5094.00 - Skincare Specialists

Summary

Provide skincare treatments to face and body to enhance an individual's appearance. Includes electrologists and laser hair removal specialists.

Job Description

Sterilize equipment and clean work areas.
Examine clients' skin, using magnifying lamps or visors when necessary, to evaluate skin condition and appearance.
Cleanse clients' skin with water, creams, or lotions.
Demonstrate how to clean and care for skin properly and recommend skin-care regimens.
Select and apply cosmetic products, such as creams, lotions, and tonics.
Perform simple extractions to remove blackheads.
Stay abreast of latest industry trends, products, research, and treatments.
Determine which products or colors will improve clients' skin quality and appearance.
Treat the facial skin to maintain and improve its appearance, using specialized techniques and products, such as peels and masks.
Refer clients to medical personnel for treatment of serious skin problems.
Remove body and facial hair by applying wax.
Provide facial and body massages.
Keep records of client needs and preferences and the services provided.
Apply chemical peels to reduce fine lines and age spots.
Advise clients about colors and types of makeup and instruct them in makeup application techniques.

Wages

Median wages (2016): \$14.55 hourly, \$30,270 annual

35-3022.01 - Baristas

Summary

Prepare or serve specialty coffee or other beverages. Serve food such as baked goods or sandwiches to patrons.

Job Description

Receive and process customer payments.
Prepare or serve hot or cold beverages, such as coffee, espresso drinks, blended coffees, or teas.
Take customer orders and convey them to other employees for preparation.
Clean or sanitize work areas, utensils, or equipment.
Describe menu items to customers or suggest products that might appeal to them.
Clean service or seating areas.
Serve prepared foods, such as muffins, biscotti, or bagels.
Prepare or serve menu items, such as sandwiches or salads.
Set up or restock product displays.
Weigh, grind, or pack coffee beans for customers.
Stock customer service stations with paper products or beverage preparation items.
Wrap, label, or date food items for sale.
Provide customers with product details, such as coffee blend or preparation descriptions.

Take out garbage.
Order, receive, or stock supplies or retail products.
Slice fruits, vegetables, desserts, or meats for use in food service.
Check temperatures of freezers, refrigerators, or heating equipment to ensure proper functioning.
Demonstrate the use of retail equipment, such as espresso machines.
Create signs to advertise store products or events.

Wages

Median wages (2016): \$9.60 hourly, \$19,970 annual

37-3011.00 - Landscaping and Groundskeeping Workers

Summary

Landscape or maintain grounds of property using hand or power tools or equipment. Workers typically perform a variety of tasks, which may include any combination of the following: sod laying, mowing, trimming, planting, watering, fertilizing, digging, raking, sprinkler installation, and installation of mortarless segmental concrete masonry wall units.

Job Description

Gather and remove litter.
Use hand tools, such as shovels, rakes, pruning saws, saws, hedge or brush trimmers, or axes.
Operate vehicles or powered equipment, such as mowers, tractors, twin-axle vehicles, snow blowers, chain-saws, electric clippers, sod cutters, or pruning saws.
Water lawns, trees, or plants, using portable sprinkler systems, hoses, or watering cans.
Prune or trim trees, shrubs, or hedges, using shears, pruners, or chain saws.
Mix and spray or spread fertilizers, herbicides, or insecticides onto grass, shrubs, or trees, using hand or automatic sprayers or spreaders.
Care for established lawns by mulching, aerating, weeding, grubbing, removing thatch, or trimming or edging around flower beds, walks, or walls.
Follow planned landscaping designs to determine where to lay sod, sow grass, or plant flowers or foliage.
Trim or pick flowers and clean flower beds.
Attach wires from planted trees to support stakes.
Plant seeds, bulbs, foliage, flowering plants, grass, ground covers, trees, or shrubs and apply mulch for protection, using gardening tools.
Mow or edge lawns, using power mowers or edgers.
Rake, mulch, and compost leaves.
Decorate gardens with stones or plants.

Wages

Median wages (2016): \$12.65 hourly, \$26,320 annual

27-2031.00 - Dancers

Summary

Perform dances. May perform on stage, for on-air broadcasting, or for video recording.

Job Description

Train, exercise, and attend dance classes to maintain high levels of technical proficiency, physical ability, and physical fitness.
Study and practice dance moves required in roles.
Harmonize body movements to rhythm of musical accompaniment.
Perform classical, modern, or acrobatic dances in productions, expressing stories, rhythm, and sound with their bodies.
Collaborate with choreographers to refine or modify dance steps.
Coordinate dancing with that of partners or dance ensembles.
Attend costume fittings, photography sessions, and makeup calls associated with dance performances.
Audition for dance roles or for membership in dance companies.

Develop self-understanding of physical capabilities and limitations, and choose dance styles accordingly.
Monitor the field of dance to remain aware of current trends and innovations.

Teach dance students.

Devise and choreograph dance for self or others.

Wages

Median wages (2016): \$13.74 hourly, \$28,780 annual

27-2042.01 - Singers

Summary

Sing songs on stage, radio, television, or motion pictures.

Job Description

Memorize musical selections and routines, or sing following printed text, musical notation, or customer instructions.

Sing as a soloist or as a member of a vocal group.

Perform before live audiences, or in television, radio, or movie productions.

Interpret or modify music, applying knowledge of harmony, melody, rhythm, and voice production to individualize presentations and maintain audience interest.

Practice singing exercises and study with vocal coaches to develop voice and skills and to rehearse for upcoming roles.

Sing a cappella or with musical accompaniment.

Observe choral leaders or prompters for cues or directions in vocal presentation.

Make or participate in recordings.

Seek out and learn new music suitable for live performance or recording.

Compose songs or create vocal arrangements.

Wages

Median wages (2016): \$25.14 hourly, \$52, 290 annual

25-4012.00 - Curators

Summary

Administer collections, such as artwork, collectibles, historic items, or scientific specimens of museums or other institutions. May conduct instructional, research, or public service activities of institution.

Job Description

Plan and organize the acquisition, storage, and exhibition of collections and related materials, including the selection of exhibition themes and designs, and develop or install exhibit materials.

Write and review grant proposals, journal articles, institutional reports, and publicity materials.

Plan and conduct special research projects in area of interest or expertise.

Confer with the board of directors to formulate and interpret policies, to determine budget requirements, and to plan overall operations.

Train and supervise curatorial, fiscal, technical, research, and clerical staff, as well as volunteers or interns.

Develop and maintain an institution's registration, cataloging, and basic record-keeping systems, using computer databases.

Negotiate and authorize purchase, sale, exchange, or loan of collections.

Provide information from the institution's holdings to other curators and to the public.

Attend meetings, conventions, and civic events to promote use of institution's services, to seek financing, and to maintain community alliances.

Design, organize, or conduct tours, workshops, and instructional or educational sessions to acquaint individuals with an institution's facilities and materials.

Inspect premises to assess the need for repairs and to ensure that climate and pest control issues are addressed.

Wages

Median wages (2016): \$25.66 hourly, \$53,360 annual

29-1031.00 - Dietitians and Nutritionists

Summary

Plan and conduct food service or nutritional programs to assist in the promotion of health and control of disease. May supervise activities of a department providing quantity food services, counsel individuals, or conduct nutritional research.

Job Description

Monitor food service operations to ensure conformance to nutritional, safety, sanitation and quality standards.

Assess nutritional needs, diet restrictions and current health plans to develop and implement dietary-care plans and provide nutritional counseling.

Advise patients and their families on nutritional principles, dietary plans and diet modifications, and food selection and preparation.

Counsel individuals and groups on basic rules of good nutrition, healthy eating habits, and nutrition monitoring to improve their quality of life.

Consult with physicians and health care personnel to determine nutritional needs and diet restrictions of patient or client.

Plan, conduct, and evaluate dietary, nutritional, and epidemiological research.

Write research reports and other publications to document and communicate research findings.

Purchase food in accordance with health and safety codes.

Manage quantity food service departments or clinical and community nutrition services.

Coordinate diet counseling services.

Make recommendations regarding public policy, such as nutrition labeling, food fortification, and nutrition standards for school programs.

Inspect meals served for conformance to prescribed diets and standards of palatability and appearance.

Select, train and supervise workers who plan, prepare and serve meals.

Organize, develop, analyze, test, and prepare special meals such as low-fat, low-cholesterol and chemical-free meals.

Prepare and administer budgets for food, equipment and supplies.

Plan and prepare grant proposals to request program funding.

Develop curriculum and prepare manuals, visual aids, course outlines, and other materials used in teaching.

Advise food service managers and organizations on sanitation, safety procedures, menu development, budgeting, and planning to assist with the establishment, operation, and evaluation of food service facilities and nutrition programs.

Plan and conduct training programs in dietetics, nutrition, and institutional management and administration for medical students, health-care personnel and the general public.

Develop policies for food service or nutritional programs to assist in health promotion and disease control.

Coordinate recipe development and standardization and develop new menus for independent food service operations.

Wages

Median wages (2016): \$28.33 hourly, \$58,920 annual

11-9071.00 - Gaming Managers

Summary

Plan, direct, or coordinate gaming operations in a casino. May formulate house rules.

Job Description

Remove suspected cheaters, such as card counters or other players who may have systems that shift the odds of winning to their favor.

Circulate among gaming tables to ensure that operations are conducted properly, that dealers follow house rules, or that players are not cheating.

Explain and interpret house rules, such as game rules or betting limits.

Track supplies of money to tables and perform any required paperwork.

Resolve customer complaints regarding problems such as payout errors.

Market or promote the casino to bring in business.

Prepare work schedules and station arrangements and keep attendance records.

Set and maintain a bank and table limit for each game.

Maintain familiarity with all games used at a facility, as well as strategies or tricks employed in those games.

Monitor staffing levels to ensure that games and tables are adequately staffed for each shift, arranging for staff rotations and breaks and locating substitute employees as necessary.

Review operational expenses, budget estimates, betting accounts, or collection reports for accuracy.

Train new workers or evaluate their performance.

Interview and hire workers.

Direct the distribution of complimentary hotel rooms, meals, or other discounts or free items given to players, based on their length of play and betting totals.

Establish policies on issues such as the type of gambling offered and the odds, the extension of credit, or the serving of food and beverages.

Wages

Median wages (2016): \$33.26 hourly, \$69,180 annual

APPENDIX C

Key for Boutique Hotel Jobs

Boutique Hotel	Criterion #1 Must be true to be exempt	Criterion #2 All three must be true to be exempt			Exempt or Non- Exempt
O*Net-SOC Code -Job Title	Employee makes \$35,568 or more	Employee regularly supervises two or more other employees	Employee has management as the primary duty of the position	Employee has some genuine input into the job status of other employees	
43-4081.00 - Hotel, Motel, and Resort Desk Clerks	False \$22,850				Non- Exempt
39-6012.00 – Concierges	False \$30,150	Plan special events, parties, or meetings, which may include booking musicians or celebrities.			Non- Exempt
39-6011.00 - Baggage Porters and Bellhops	False \$23,230				Non- Exempt

<p>11-9081.00 - Lodging Managers</p>	<p>True \$51,800</p>	<p>Observe and monitor staff performance to ensure efficient operations and adherence to facility's policies and procedures.</p>	<p>Monitor the revenue activity of the hotel or facility.</p> <p>Train staff members.</p> <p>Participate in financial activities, such as the setting of room rates, the establishment of budgets, and the allocation of funds to departments.</p> <p>Manage and maintain temporary or permanent lodging facilities.</p> <p>Confer and cooperate with other managers to ensure coordination of hotel activities.</p> <p>Develop and implement policies and procedures for the operation of a department or establishment.</p> <p>Perform marketing and public relations activities.</p>	<p>Interview and hire applicants.</p> <p>Assign duties to workers, and schedule shifts.</p>	<p>Exempt</p>
<p>37-2012.00 - Maids and Housekeeping Cleaners</p>	<p>False \$22,860</p>				<p>Non-Exempt</p>

35-1011.00 - Chefs and Head Cooks	True \$45,950	<p>Monitor sanitation practices to ensure that employees follow standards and regulations.</p> <p>Supervise or coordinate activities of cooks or workers engaged in food preparation.</p> <p>Plan, direct, or supervise the food preparation or cooking activities of multiple kitchens or restaurants in an establishment such as a restaurant chain, hospital, or hotel.</p>	<p>Instruct cooks or other workers in the preparation, cooking, garnishing, or presentation of food.</p> <p>Determine production schedules and staff requirements necessary to ensure timely delivery of services.</p> <p>Coordinate planning, budgeting, or purchasing for all the food operations within establishments such as clubs, hotels, or restaurant chains.</p> <p>Demonstrate new cooking techniques or equipment to staff.</p>	Recruit and hire staff, such as cooks and other kitchen workers.	Exempt
35-9021.00 - Dishwashers	False \$21,500				Non-Exempt

15-1199.03 - Web Administrators	True \$88,510		<p>Collaborate with development teams to discuss, analyze, or resolve usability issues.</p> <p>Monitor Web developments through continuing education, reading, or participation in professional conferences, workshops, or groups.</p> <p>Collaborate with Web developers to create and operate internal and external Web sites, or to manage projects, such as e-marketing campaigns.</p> <p>Recommend Web site improvements, and develop budgets to support recommendations.</p> <p>Provide training or technical assistance in Web site implementation or use.</p>		Non-Exempt
35-3011.00 - Bartenders	False \$21,690				Non-Exempt
35-3031.00 - Waiters and Waitresses	False \$20,820				Non-Exempt

43-3031.00 - Bookkeeping, Accounting, and Auditing Clerks	True \$39,240		Compile statistical, financial, accounting, or auditing reports and tables pertaining to such matters as cash receipts, expenditures, accounts payable and receivable, and profits and losses.		Non- Exempt
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<p>13-1121.00 - Meeting, Convention, and Event Planners</p>	<p>True \$48,290</p>	<p>Confer with staff at a chosen event site to coordinate details.</p> <p>Hire, train, and supervise volunteers and support staff required for events.</p>	<p>Monitor event activities to ensure compliance with applicable regulations and laws, satisfaction of participants, and resolution of any problems that arise.</p> <p>Plan and develop programs, agendas, budgets, and services according to customer requirements.</p> <p>Meet with sponsors and organizing committees to plan scope and format of events, to establish and monitor budgets, or to review administrative procedures and event progress.</p> <p>Read trade publications, attend seminars, and consult with other meeting professionals to keep abreast of meeting management standards and trends.</p>	<p>Hire, train, and supervise volunteers and support staff required for events.</p>	<p>Exempt</p>
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APPENDIX D

Key for Spa Hotel Jobs

Spa Hotel	Criterion #1 Must be true to be exempt	Criterion #2 All three must be true to be exempt			Exempt or Non-Exempt
O*Net-SOC Code -Job Title	Employee makes \$35,568 or more	Employee regularly supervises two or more other employees	Employee has management as the primary duty of the position	Employee has some genuine input into the job status of other employees	
<i>39-5012.00 - Hairdressers, Hairstylists, and Cosmetologists</i>	False \$24,260				Non-Exempt
<i>39-5092.00 - Manicurists and Pedicurists</i>	False \$22,150				Non-Exempt
<i>39-9031.00 - Fitness Trainers and Aerobics Instructors</i>	True \$38,160				Non-Exempt
<i>31-9011.00 - Massage Therapists</i>	True \$39,860		Refer clients to other types of therapists when necessary. Consult with other health care professionals, such as physiotherapists, chiropractors, physicians, and psychologists, to develop treatment plans for clients.		Non-Exempt
<i>39-5094.00 - Skincare Specialists</i>	False \$30,270				Non-Exempt

<i>35-3022.01 - Baristas</i>	False \$19,970				Non-Exempt
<i>37-3011.00 - Landscaping and Groundskeeping Workers</i>	False \$26,320		Follow planned landscaping designs to determine where to lay sod, sow grass, or plant flowers or foliage.		Non-Exempt
<i>27-2031.00 - Dancers</i>	False \$28,780		Monitor the field of dance to remain aware of current trends and innovations. Teach dance students. Devise and choreograph dance for self or others.		Non-Exempt
<i>27-2042.01 - Singers</i>	True \$52,290				Non-Exempt

<p>25-4012.00 - <i>Curators</i></p>	<p>True \$53,360</p>	<p>Train and supervise curatorial, fiscal, technical, research, and clerical staff, as well as volunteers or interns.</p> <p>Prepare work schedules and station arrangements and keep attendance records.</p>	<p>Write and review grant proposals, journal articles, institutional reports, and publicity materials.</p> <p>Confer with the board of directors to formulate and interpret policies, to determine budget requirements, and to plan overall operations.</p> <p>Attend meetings, conventions, and civic events to promote use of institution's services, to seek financing, and to maintain community alliances.</p>		<p>Non-Exempt</p>
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<p><i>29-1031.00 - Dietitians and Nutritionists</i></p>	<p>True \$58,920</p>	<p>Select, train and supervise workers who plan, prepare and serve meals.</p>	<p>Manage quantity food service departments or clinical and community nutrition services. Coordinate diet counseling services.</p> <p>Prepare and administer budgets for food, equipment and supplies.</p> <p>Plan and prepare grant proposals to request program funding.</p> <p>Coordinate recipe development and standardization and develop new menus for independent food service operations.</p>		<p>Non-Exempt</p>
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<p><i>11-9071.00 - Gaming Managers</i></p>	<p>True \$69,180</p>	<p>Circulate among gaming tables to ensure that operations are conducted properly, that dealers follow house rules, or that players are not cheating.</p> <p>Monitor staffing levels to ensure that games and tables are adequately staffed for each shift, arranging for staff rotations and breaks and locating substitute employees as necessary.</p>	<p>Market or promote the casino to bring in business.</p>	<p>Train new workers or evaluate their performance.</p> <p>Interview and hire workers.</p>	<p>Exempt</p>
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